

Functional Series 100 – Agency Organization and Legal Affairs
ADS 101 – Agency Programs and Functions

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c.	The Foreign Assistance Act of 1961, as amended (22 USC Sec. 2151, et seq.).	
d.	Reorganization Plan and Report submitted pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277.	
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ADS 101 – Agency Programs and Functions

101.1 OVERVIEW

This chapter defines the authorities from which USAID operates and provides the necessary policy regarding the Agency's programs, functions, and methods of operations. In addition, the chapter provides the functional statements for all of USAID's organizational units.

101.2 PRIMARY RESPONSIBILITIES

- a. The **Administrator** (A/AID) formulates and executes U.S. foreign economic and development assistance policies and programs, subject to the foreign policy guidance of the President, the Secretary of State, and the National Security Council. Under the direct authority and foreign policy guidance of the Secretary of State, the Administrator serves as a principal advisor to the President and the Secretary of State regarding international development matters. He/She administers appropriations made available under the Foreign Assistance Act of 1961, as amended and supervises and directs overall Agency activities in the U.S. and abroad.
- b. The **Assistant Administrators** (AAs) of the Bureaus administer programs within delegated authorities and in accordance with policies and standards established by the Administrator.
- c. The **Director, Office of Equal Opportunity Programs** (EOP) serves as the Agency's Equal Employment Opportunity Officer and advises on all aspects of equal opportunity. In addition, the Director formulates policy and supervises the administration of equal opportunity programs and activities to assess the effectiveness of Agency implementation efforts.
- d. The **General Counsel** (GC) serves as the Agency's Chief Legal Officer, providing legal advice, counsel, and services, and ensures that USAID programs are administered in accordance with legislative authorities.
- e. The **Inspector General** (OIG) serves as the principal advisor regarding matters affecting the integrity of Agency operations.
- f. The **Director, Office of Small and Disadvantaged Business Utilization/ Minority Resource Center** (OSDBU/MRC) serves as the principal Agency advisor regarding U.S. small and disadvantaged enterprises utilization in USAID-financed development assistance activities and programs.
- g. The **Director, Office of Security** (SEC) serves as the Agency's Senior Security Official and advises on all aspects of security. He/She formulates policy and administers the USAID security program.

101.3 POLICY AND PROCEDURES

The statements contained within the .3 section of this ADS chapter are the official Agency policies and procedures.

101.3.1 Agency Creation and Authority

The Foreign Affairs Reform and Restructuring Act of 1998, as contained in Public Law 105-277, abolished IDCA and established the U.S. Agency for International Development as an executive agency effective April 1, 1999. The President delegated to the Secretary of State in Executive Order 12163 authority for foreign assistance programs authorized in the Foreign Assistance Act. The Secretary delegated to the Administrator of USAID authority for USAID programs in State Department Delegation of Authority No. 145, as amended March 31, 1999.

101.3.1.1 Office of the Administrator (A/AID)

The **Office of the Administrator (A/AID)** for USAID provides overall direction to the Agency in its administration of the U.S. foreign economic assistance programs and the appropriations made available for such purposes under the Foreign Assistance Act of 1961, as amended.

101.3.1.2 Office of the Executive Secretariat (ES)

The **Office of the Executive Secretariat (ES)** performs the following functions:

- a. Facilitates and expedites the decision-making process for USAID. ES serves as a channel of communication between the Office of the Administrator and Agency senior staff and serves as the focal point for the Administrator on matters requiring consideration, proper coordination, decision, or other action. ES is the primary communicator of the Administrator's decisions, views, and management style.
- b. Provides staff assistance to ensure that the Administrator receives information and recommendations needed to make informed and timely decisions on Agency policy, programs, and management; to defend those decisions in Executive Branch, congressional, and public fora; and to respond to inquiries from the Congress and the public regarding Agency policies, programs, and management of U.S. Government funds.
- c. Manages the USAID duty system for ensuring round-the-clock response to emergencies and urgent requirements.
- d. Serves as the designated USAID official authorized to accept service of notice in legal actions against USAID or any USAID officer serving in an official capacity.

e. Reviews Agency-prepared documents going to the Administrator and Deputy Administrator, ensuring that the information supplied is sufficient for decision-making or briefing purposes, that the views of concerned Bureaus and Offices have been incorporated and that the documents are appropriately structured. ES serves as the official channel for the transmission of documents, including information and recommendations from USAID to the White House, the National Security Council, the Department of State (DOS), and other government departments and agencies.

f. Identifies matters or problems that require the attention of the Administrator or Deputy Administrator and alerts them accordingly. ES also initiates action to resolve issues at the Bureau/Office level and raises irreconcilable issues to the Administrator or Deputy Administrator for a decision.

g. Coordinates preparation for official travel and foreign visits by the Administrator and Deputy Administrator.

h. The Correspondence Analysis and Control Team serves as the Agency's executive communications center for the receipt, control, review, and dispatch of all written communications to and from the Administrator and other senior staff. This team also maintains systems for tracking and follow-through on action assignments and for identifying, locating, and retrieving the Agency's executive communications; develops Agency standards and instructions governing the preparation and handling of executive communications; and serves as the Agency's Top Secret document control point.

i. The Secretariat Support Team provides assistance and support to A/AID, other elements of ES and the Agency; communicates and confirms assignments or actions personally directed by the Administrator or Deputy Administrator; reviews and edits reports to the White House, Congress, the Office of Management and Budget (OMB), and Department of State (DOS) when prepared for the Administrator's or other designated Agency officials' signature; provides administrative, management, budget/financial, and automated information systems support services for A/AID and ES; and provides chauffeur and messenger services.

101.3.1.3 Office of Security (SEC)

The **Director of Security (SEC/OD)** provides centralized security support to the Agency and, with the exception of unclassified automated systems security, supervises, directs and controls all security activities relating to the programs and operations of USAID. He/She advises the Administrator and USAID senior staff on all security matters; develops and publishes security policy for USAID in accordance with Public Law, Executive Order, appropriate Department of State regulations and the direction of the Administrator of USAID; and administers a program of centralized security support to

USAID operations worldwide, including Overseas and Domestic Physical Security, National Security (classified) Information and Personnel Security. SEC serves as a key participant in the defense of the Agency's security resource requests before the Office of Management and Budget (OMB) and the Congress. In addition, SEC ensures that appropriate liaison with the Department of State Bureau of Intelligence, Bureau of Research and Bureau of Diplomatic Security is conducted on a daily basis and, in addition, SEC/OD serves as the USAID focal point on security matters when dealing with heads of all security, intelligence, and law enforcement agencies and offices throughout the Federal government, including the negotiation of operating agreements with intelligence, law enforcement, investigative, and security agencies for the performance of security-oriented, investigative services for USAID. SEC/OD also serves as the senior Agency official responsible for implementation of Executive Orders 12968 – Access to Classified Information, 12958 – Classified National Security Information, and 12829 – National Industrial Security Program and serves as Chairman of the Security Clearance Review Panel.

The Office of Security is divided into two divisions. The functional statements of each Division follows.

a. The **Personnel, Information and Domestic Security Division (SEC/PIDS)** is responsible for developing policies, criteria, and procedures for USAID regarding the scope and conduct of personnel security investigations as prescribed by applicable statutes and regulations. SEC/PIDS conducts, controls, and directs worldwide personnel security investigations, periodic reinvestigations, and evaluations of the suitability, integrity, and loyalty of USAID and OPIC employees, prospective employees, contractors and their employees. This division also investigates complaints of personal misconduct of significance to the continuation of employment and retention of security clearances. SEC/PIDS provides counterintelligence support services including briefings, debriefings, coordination of Technical Surveillance Countermeasures (TSCM) requirements at USAID facilities, and investigations involving USAID direct-hire employees and USAID contractors and their employees.

SEC/PIDS provides the Deputy Assistant Administrator, Office of Human Resources (M/HR), who has primary responsibility for decisions as to appropriate actions in suitability cases, with information on significant suitability and employability factors developed during investigations. The Division provides the Office of the Director of Security (SEC/OD) with significant security issues, which are developed during investigations, and makes appropriate recommendations.

It develops and maintains effective liaison with counterpart officers in the U.S. Office of Personnel Management, the Federal Bureau of Investigation, the Department of State's Bureau of Diplomatic Security and other appropriate Government agencies. The Division develops policies, criteria and procedures for USAID governing the preparation, handling, and protection of classified national security information as prescribed by statute, Executive Orders, other

regulations, and/or USAID policy. SEC/PIDS arranges for appropriate security coverage for USAID classified conferences within the United States. The division also conducts all operations of the Agency's Classified Document Center (CDC).

SEC/PIDS is responsible for satisfying all reporting responsibilities to the Information Security Oversight Office (ISOO) under the appropriate Executive Order. In this connection, SEC/PIDS develops and implements the USAID inspection program to detect and report security classification abuses. SEC/PIDS administers the USAID security violation program. The Division administers the USAID identification card program; coordinates with the Department of State's Bureau of Diplomatic Security concerning matters involving USAID employee access to the Department of State; and develops and conducts security orientation training for USAID.

SEC/PIDS administers the USAID Domestic Physical Security Program; develops policies, criteria, and procedures for USAID regarding the protection of classified material from compromise; and the provision of physical security safeguards in USAID/Washington for information, personnel, and facilities. In conjunction with the General Services Administration, SEC/PIDS manages the guard program in USAID-controlled buildings in USAID/Washington.

b. The **Physical Security Programs Division (SEC/PSP)** manages the USAID overseas physical security program. SEC/PSP also exercises primary responsibility within USAID for the design, installation, and oversight of security systems to counter terrorist attacks and other acts of violence against USAID facilities and personnel. The Division administers an emergency, voice-radio communications program to support USAID operations overseas; manages an armored vehicle program to support USAID operations at specified posts with sustained terrorism threats; and maintains the SEC logistics and repair facility in the U.S. to support USAID physical security, communications, and armored vehicle projects. SEC/PSP develops USAID policy promulgating physical security standards in accordance with the Omnibus Anti-terrorism and Diplomatic Security Act of 1986; and provides USAID with guidelines to implement an effective USAID security program with emphasis on the protection of personnel, office facilities, employee residences, and the employment of appropriate countermeasures to mitigate vulnerabilities.

SEC/PSP conducts security inspections of USAID facilities overseas to insure compliance with Overseas Security Policy Board standards and joint foreign affairs security regulations. In concert with USAID officials, the Division initiates appropriate action to correct cited deficiencies; conducts quality assurance evaluations of USAID security systems overseas to insure they are functioning as designed; arranges for appropriate security coverage for USAID conferences overseas; and arranges and/or provides appropriate security for the Administrator's travel. The Division, as dictated by local threat conditions, debriefs USAID personnel returning from overseas regarding security aspects of

their assignment. SEC/PSP develops and conducts security awareness training for USAID employees in all matters pertaining to the protection of personnel, facilities, and classified national security information; coordinates special briefing requirements with other U.S. agencies and departments for USAID personnel destined for overseas assignments; and develops and maintains liaison with counterpart security and intelligence agencies to ensure acquisition of threat and activity information necessary to support Agency decisions regarding overseas activities. The Division also conducts appropriate briefings for Agency personnel to support decision-making.

101.3.1.4 Bureau for Management (M)

The Assistant Administrator for Management (AA/M) provides centralized program and management support services for the Agency. The Bureau is divided into the following organizational units.

- a. The **Office of the Assistant Administrator (AA/M)** serves as the Agency's principal advisor on matters relating to management and administration. AA/M houses an Assistant Administrator and a Deputy Assistant Administrator who oversee and provide general policy and direction to subordinate Management Bureau offices. AA/M administers a program of centralized support to Agency operations worldwide that include personnel management, budget, accounting and finance, management control and audit coordination, administrative services, procurement policy and operations, information resources management, and overseas support. AA/M allocates resources among the various components of the Agency and serves as a key participant in the defense of the Agency's resource requests before the Office of Management and Budget (OMB) and the Congress. In addition, AA/M ensures the integrity of administrative, financial, and information resources management operations, and oversees the designated Chief Information Officer (CIO), the Chief Financial Officer (CFO), and the Procurement Executive.
- b. The **Office of the Procurement Executive (M/PE)** manages and directs the Agency's Acquisition and Assistance (A&A) system including implementation of the unique procurement policies, regulations, and standards of the Agency. M/PE certifies to the Administrator, through AA/M, that the USAID A&A system meets approved criteria; makes recommendations with regard to the implementation and improvement of the A&A system; and coordinates Agency A&A training programs, oversees the Agency A&A Ombudsman function and leads outreach activities.
- c. The **Office of Management Planning and Innovation (M/MPI)**
 - (1) The **Office of the Director (M/MPI/OD)** establishes general policy guidance for overall management planning and analysis, management controls, and audit management and resolution. M/MPI/OD oversees the

institutionalization of Agency management improvement and reform programs.

(2) The **Management Innovation and Control Division (M/MPI/MIC)** manages the implementation of the Federal Managers Financial Integrity Act (FMFIA); coordinates the Agency's system for ongoing evaluations; and reports on the adequacy of systems of internal accounting and administrative control. M/MPI/MIC manages the Audit Management and Resolution System and provides substantive direction to Bureaus and Offices responding to audit recommendations. M/MPI/MIC also develops and maintains Agency policy and essential procedures for implementation and follow-up to audit recommendations; develops and maintains management information systems to track the resolution of audit findings; assesses the adequacy of mission audit management and resolution systems; and verifies that audit resolution actions have the intended effect. In addition, this Division provides staff support to the Management Control and Review Committee, including formulation of agendas, preparation of discussion papers, and related support activities; conducts studies of internal control and vulnerability issues; ensures that follow-up action is taken regarding recommendations generated from reports, assessments, studies, commissions, etc.; and provides staff support to the mission closeout coordinator.

(3) The **Management Consulting Division (M/MPI/MC)** designs and conducts comprehensive management studies of USAID organizations and functions; coordinates and ensures that changes resulting from the National Performance Review (NPR) and Agency reforms are properly institutionalized within the Agency's organizational structure, systems, and policies and procedures; and provides management and problem solving assistance. The Division serves as the focal point for theories, principles, and techniques of management analysis; including Total Quality Management (TQM), Re-Engineering, Business Area Analysis (BAA), Value Analysis/Value Engineering, and so forth. M/MPI/MC ensures that these concepts are appropriately applied within USAID, and conducts analyses based on their premises. M/MPI/MC manages a cadre of management consulting contracts that employ individuals with expertise in organizational and procedural analysis and related management specialties. In addition, it ensures that Federal advisory committees sponsored by the Agency are currently and accurately chartered and are in compliance with the Federal Advisory Committee Act of 1972, P.L. 92-463 and maintains an early warning system aimed at identifying real or potential management problems, assisting organizational units in correcting identified problems.

d. The **Administrative Management Staff (M/AMS)** provides administrative and management advice and assistance to the Bureau for Management

regarding organizational structure, position, and personnel management, office systems and automation, and administrative support services. M/AMS facilitates implementation of actions. In addition, M/AMS prepares the Bureau's annual budget submission to include implementing the decisions of the AA/M on allocation of resources; authorizes obligating documents; and tracks and monitors obligations, expenditures and Full Time Equivalencies (FTE) utilization within the Bureau. M/AMS also serves as the Bureau diversity coordinator.

e. The **Office of Budget (M/B)** is composed of four organizational units.

(1) The **Office of the Director (M/B/OD)** establishes general policy guidance for overall program and support budget planning, formulation, analysis, and execution. It represents the Agency regarding the shared budgetary responsibilities between the Department of State (DOS) and the USAID Office of the Inspector General (OIG).

(2) The **Program Analysis Division (M/B/PA)** serves as a primary source of information and analysis for senior management on program issues. M/B/PA analyzes program budget requests of field Missions and operating Bureaus, identifying the major resource issues and options. The Division also formulates recommendations regarding program budget levels and composition by monitoring the implementation of Bureau activities. Other responsibilities of M/B/PA include participating in Bureau strategy and portfolio reviews for bilateral and central programs and ensuring that results of reviews are reflected in budget allocations; coordinating the M/B role in the review and analysis of proposed development strategies, action plans, program budgets, and pipelines, making recommendations for deobligations; and overseeing reviews and consolidation of budget justifications for Bureau programs, including portions of the Congressional Presentation.

(3) The **Resource Analysis Division (M/B/RA)** establishes and maintains systems and processes for the preparation, justification, implementation, monitoring, and reporting of USAID's program budget, and for planning and carrying out detailed analyses of program budget data. M/B/RA develops data requirements, instructions, and formats for the presentation of operating unit budget requests and subsequent Bureau budget submissions for program resources. The Division also coordinates preparation of the program budget components of the Agency's annual budget submission to OMB. M/B/RA prepares the program account portions of the President's Budget and the USAID Congressional Presentation and briefing materials to be used by senior Agency officials testifying before Congress; follows up on questions raised by members of Congress; manages the implementation of the USAID program budget, including compliance with congressional directives; and coordinates the apportionment process.

(4) The **Support Budget Division (M/B/SB)** is responsible for the formulation, justification, monitoring, and reporting of USAID's operating expense (OE) and administrative budgets, as well as the Agency workforce budget. This Division develops data requirements, instructions, and format for the presentation of operating unit budget requests and subsequent Bureau budget submissions for support resources. M/B/SB coordinates preparation of the support component of the Agency's annual budget submission to OMB; prepares the OE portions of the President's Budget and the USAID Congressional Presentation as well as briefing materials to be used by senior Agency officials testifying before Congress; and briefs congressional staff on these accounts. M/B/SB also monitors the implementation of the USAID support budget including compliance with congressional directives; coordinates the apportionment and allocation of support budget reserves; and represents the Agency on the Interagency International Cooperative Administrative Support Service (ICAAS) Working Group. M/B/SB provides advice and assistance on matters relating to National Security Decision Directive Number 38 (NSDD-38) policies and procedures for control of official U.S. Government presence overseas and submits annual reports on NSDD-38 approved staffing levels.

f. The **Office of Procurement (M/OP)** oversees the procurement function of USAID. It comprises the Office of the Director and seven divisions.

(1) The **Office of the Director (M/OP/OD)** manages and directs the Agency's commodity, commodity transportation, and contract programs. This Office recruits, trains and assigns Contracting Officers and Commodity Management Officers and houses the Agency Competition Advocate with responsibility for promoting full and open competition in Agency procurement actions. In addition, M/OP/OD houses a special projects unit that plans, coordinates and develops comprehensive operating policies and procedures and management systems to improve the efficiency and quality of the USAID procurement system; provides a liaison point between the Agency and external grantees, contractors, and PVOs to address procurement-related concerns; undertakes special automation projects; and collects Agency contracts data and submits required reports. M/OP/OD also houses the Contract Information Management System Staff (M/OP/CIMS), which establishes and maintains the Agency's contract management information system.

*(2) The three **Contract Divisions** provide professional advisory and operational support to the technical and program components of the Agency related to developing and managing the variety of procurement instruments, including contracts, grants and participating agency agreements. The three Contract Divisions are:

*(a) **Humanitarian Response, Africa & Management Division (M/OP/HRAM)** includes the Disaster Assistance & Transition Initiatives Branch (M/OP/HRAM/DATI); the ASHA, Food for Peace and PVC Branch (M/OP/HRAM/AFP); and the Africa & Management Branch (M/OP/HRAM/AFM).

*(b) **Global Division (M/OP/G)** includes the Environment and Women in Development Branch (M/OP/G/EWID); the Economic Growth Branch (M/OP/G/EG); the Democracy, Governance & Human Capacity & Agriculture Branch (M/OP/G/DGHCA); and the Population, Health & Nutrition Branch (M/OP/G/PHN).

*(c) **Europe, Eurasia & Regional Division (M/OP/EER)** includes the Democracy, Governance & Latin America Branch (M/OP/EER/DGLA); the Market Transition & Procurement Branch (M/OP/EER/MTP); and the Environment, Energy, Social Transition & Asia-Near East Branch (M/OP/EER/EESTA).

(3) The **Transportation and Commodity Division (M/OP/TC)** serves as the principal backstop for all issues related to transportation and commodity management.

(a) The **Transportation Branch (M/OP/TC/TRANS)** is responsible for administering, developing, and monitoring the policies, regulations, and statutes governing the transportation of commodities financed by USAID and those financed under Title II and Title III P.L. 480; and administers compliance with the shipping provisions of the Foreign Assistance Act and the requirements of the Cargo Preference Act.

(b) The **Commodity Branch (M/OP/TC/COM)** provides guidance and assistance in the development and implementation of Commodity Import Programs and procurement of project commodities; administers policies and develops standards and procedures affecting procurement of USAID-financed commodities, including commodity eligibility and suitability; and monitors commodity programs and commodity-related services transactions financed by USAID to ensure compliance with statutory, regulatory, and contractual requirements and consistency with the terms of loan and grant agreements.

(4) The **Procurement Support Division (M/OP/PS)** promulgates and implements policies and procedures in the areas of contractor/grantee financial audits, audit resolution, indirect cost and rate agreements,

provision of excess government property to PVOs, contract closeouts, contractor/grantee novation and name changes.

(a) The **Overhead, Special Costs, and Closeout Branch (M/OP/PS/OCC)** establishes indirect cost rates for USAID-financed contracts, grants, and related agreements; and manages the automated systems pertaining to Negotiated Indirect Cost Rate Agreements and contractor indirect cost rate proposals.

(b) The **Support Services Branch (M/OP/PS/SUP)** manages and operates the Audit Tracking System; serves as the focal point for Commerce Business Daily notices; and operates and maintains the M/OP Audit Resolution Status System.

(c) The **Contract Audit Management Branch (M/OP/PS/CAM)** identifies financial audit requirements for Agency contractors and grantees and arranges for and monitors the performance of required audits.

(5) The **Policy Division (M/OP/POL)** reviews and interprets the Federal Acquisition Regulations (FAR); and develops and issues the USAID Acquisition Regulations (AIDAR), setting forth policy standards, guidelines, procedures and instructions regarding USAID contracts. M/OP/POL develops policy and provides advice and assistance on matters concerning contracting for personal services.

(6) The **Evaluation Division (M/OP/E)** conducts evaluations of worldwide procurement and assistance operations as required to support the Procurement Executive's periodic certification of the Agency's procurement system. M/OP/E evaluates contracting requirements of USAID overseas organizations and recommends delegations of authority. The Division also reviews direct and host-country contracts as well as grants and cooperative agreements for conformance with established acquisition and assistance policies and procedures. M/OP/E administers the Procurement Management Certification Program and formulates policy on contractor/grantee and marine insurance matters.

g. The **Office of Human Resources (M/HR)** oversees the human resources function of the Agency. It is composed of five subordinate organizations.

(1) The **Office of the Director (M/HR/OD)** houses the principal advisor for human resources and executive level positions. This Office plans, develops, and manages the administration of human resources for the Agency in support of the Agency's Strategic Plan. That plan calls for active work force planning with the objective of guiding the organization and management of work so that resulting positions, structures, and

resource allocations result in effective mission accomplishment at the most efficient cost. The Office of the Director evaluates the efficiency and effectiveness of internal operations and Agency personnel operations and systems and explores ways to improve efficiency and effectiveness. It also provides leadership and general direction to the component units of M/HR.

(2) The **Policy, Planning and Information Management Division (M/HR/PPIM)** provides leadership and direction in defining and managing the USAID workforce planning process in support of the Agency's Strategic Plan requirement for active workforce planning; provides oversight in the use of Agency human resources; and manages and maintains the Agency's human resources database.

(a) The **Policy and Planning Branch (M/HR/PPIM/PP)** develops and implements recruitment, retention, and position management results packages to contribute to the achievement of the Agency workforce planning strategic objective; develops workforce planning models to assist Agency management in decision making; and directs the Agency's organization management program. M/HR/PPIM/PP ensures currency of policy and procedures regarding organization and management, and receives and approves organizational changes. In addition, the Branch monitors workforce data and total Agency staff, providing periodic reports and projections on the Agency human resource configuration. It also provides specialized reports as required, including reports for the Agency Management Council. The Branch coordinates the development and evaluation of all HR policies and regulations, including interagency regulations and procedural issuances; maintains the HR Automated Directives System (ADS) chapters, in both 100 and 400 Series; and serves as the principal advisor on the development and interpretation of policy, legislative proposals, statutes, and regulatory issuances affecting the personnel management systems of USAID. M/HR/PPIM/PP provides personnel policy leadership and direction for all categories of direct hire staff: Civil Service (CS), Foreign Service (FS), and Foreign Service Nationals (FSN). It formulates and recommends USAID policy regarding both Foreign Service National (FSN) and Third Country National (TCN) Direct Hire or Personal Services Contract (PSC) employees. Additional functions include coordinating the preparation of narrative personnel material and data for use in congressional presentations, reports to Congress, and by USAID witnesses before congressional committees; coordinating all USAID notices and directives issued by M/HR; serving as liaison on human resources concerns and representing the Agency on a variety of interagency task forces, working, and

advisory groups and boards, including at State Department and various U.S. Office of Personnel Management (OPM) Interagency groups and committees. Finally, M/HR/PPIM/PP prepares M/HR inputs for reports to the General Accounting Office (GAO) and the Office of the Inspector General (OIG).

(b) The **Information Management Branch (M/HR/PPIM/IM)** manages and operates personnel management information systems and the automated processes for personnel programs and reviews and evaluates the automated personnel systems within M/HR as well as the operation of those systems as they relate to personnel processes. M/HR/PPIM/IM develops reports, statistical indices, projections, and analyses of various aspects of personnel management operations; conducts periodic reviews of automated personnel systems for conformance with legal and regulatory requirements; and prepares and publishes strength data personnel information required by external organizations, such as U.S. OPM, OMB, GAO, and Congressional committees, and for internal Agency use. The Branch develops and maintains surveillance over automated HR systems and essential procedures and coordinates with other units such as the Bureau for Management, Offices of Financial Management and Information Resources Management (M/FM and M/IRM) on matters involving the automated data portion of the personnel systems and its interface with the automated payroll and accounting systems. It plans and manages the HR local area network (LAN) system and E-mail and Internet communications systems, establishing policies and procedures on use and access and designing special applications for these systems, including the design, development, and maintenance of the HR web site. Additional functions of the branch include proposing and conducting training for users; developing a strategy for continued improvement of HR internal automated processes; and managing and operating the Agency-wide personnel communications systems, including distribution of Agency-wide notices, Internet, e-mail, and other interactive communications technologies. Finally, M/HR/PPIM/IM manages the communications system for HR and ensures the widest possible dissemination of information to the Agency workforce.

*(3) The **Executive Management Staff (M/HR/EM)** provides leadership and direction for the development and administration of the Agency's Executive Management Program. M/HR/EM develops, manages, and coordinates the Agency's executive management program governing the assignment of employees to those positions usually staffed by: Presidential, Schedule C, Administratively Determined (AD), Career and Noncareer Senior Executive Service (SES) appointees and Foreign

Service (FS and SFS) employees assigned to Senior Management Group (SMG) positions. In this capacity, M/HR/EM serves as the primary liaison within HR with the Office of the Administrator and the USAID White House Liaison. In consultation and coordination with USAID senior management, the Staff develops periodic projections of overall and specific executive-level work force requirements; manages a uniform system for the timely identification and placement of officers selected to fill all executive-level positions; and provides a professional executive-level career counseling service including a structured career development system that outlines specialized assignment and training opportunities. The Staff, in conjunction with M/HR/PPIM, coordinates the development of a uniform system of executive-level policies and practices covering promotions, assignments, retirements, training, performance pay, evaluation, and tenuring within the SES, the SFS and where applicable, the Executive level. In addition, M/HR/EM manages the processing of all personnel actions on behalf of executive-level Foreign Service officers (including promotion into or within the Senior Foreign Service), Presidential Appointments, Schedule C and AD appointments, as well as all activities within the SES. The Staff supports the Senior Management Group (SMG) Selection Panel and assignment process and provides oversight for the Senior Foreign Service Selection Board, including technical guidance regarding nominations for Presidential Rank Awards, performance bonuses and recommendations for limited career extensions (LCEs). M/HR/EM administers the tenuring, commissioning, and SFS entry selection processes for the Foreign Service and manages the Foreign Service Performance and Performance Standards Board processes. The Staff also provides continuing advisory and technical services to the USAID Executive Resources Board for SES employees; provides technical guidance to the Senior Executive Service performance review panels; provides employee counseling and oversight for the administration of benefits and medical programs, including retirement systems, for all Senior Foreign Service Officers, employees assigned to SMG positions, Presidential Appointments, and Schedule C and AD appointments; and serves as the central point within HR for assignment of diplomatic titles.

(4) The **Labor and Employee Relations and Performance Management Division (M/HR/LERPM)** provides leadership, direction, and guidance for the Agency on labor and employee relations and performance management. The Division is responsible for adjudicating grievances presented under the Administrative Grievance Procedure, the Foreign Service Grievance System, and the Negotiated Grievance Procedure. It manages and implements the Agency's Employee Evaluation Program, to include management of the Foreign Service Performance process in accordance with 22 USC 4002, and manages the Agency's Employee Recognition Program.

The Labor and Employee Relations responsibilities of the Division include administering three grievance procedures and serving as the point of contact for all grievance-related issues. The Division represents the Agency in grievance appeals before the Foreign Service Grievance Board and arbitrators. M/HR/LERPM administers provisions of Title VII of the Civil Service Reform Act of 1979 and Chapter 10 of the Foreign Service Act of 1980; is responsible for collective bargaining with employee representatives and for representing the Agency in all matters relating to labor relations; and maintains and administers the labor relations process, the implementation of collective bargaining agreements and the administration of grievances. Additional labor relations functions include representing the Agency in proceedings before the Federal Labor Relations Authority, the Foreign Service Labor Relations Board, the Federal Service Impasses Panel, the Federal Mediation and Conciliation Service, the Foreign Service Impasse Dispute Panel, and other tribunals concerning cases involving negotiability, unfair labor practices, unit determinations, representation, and negotiating impasses. The Division also administers Chapter 11 of the Foreign Service Act; and reviews formal reports from the Office of Security and the Office of the Inspector General for the DAA/M/HR.

*The Performance Management and Awards responsibilities of the Division include administering the performance evaluation and awards programs for the Foreign Service, Senior Foreign Service, Civil Service, Senior Executive Service, Administratively Determined and Schedule C employees.

(5) The **Personnel Operations Division (M/HR/POD)** provides leadership and direction in the effective utilization of FS and CS personnel worldwide and places emphasis on sustaining a competent core workforce through career management and assignment of employees consistent with the long-range staffing and workforce requirements of USAID. M/HR/POD is responsible for personnel management programs related to staffing and career development of CS (GS-15 and below) and FS (FS-01 and below) personnel. The Division provides oversight for position classification, advice, and guidance on the classification impact of position management decisions made by the employing organization, and recruitment, including professional entry programs for CS and FS personnel, Youth Opportunity, cooperative education, and summer-hire programs. The Division also provides oversight for the administration of benefits and medical programs, retirement systems, and the Thrift Savings Plan (TSP). M/HR/POD manages the USAID Personnel Records Center and maintains official personnel files for GS-15 and FS-01 and below employees; oversees the provision of employee assistance program services by the Department of State to employees and their families; and

advises Agency management in situations relevant to morale and crisis issues.

The Personnel Operations Division comprises four Human Resource Support Teams and one Special Programs Team.

- (a) The Human Resource Support Teams provide easy access for client Bureaus on personnel operations support, providing the full range of advisory and operational services to these Bureaus on issues such as classification, recruitment, merit promotion, staffing, and career transition support.
- (b) The Special Programs Team manages recruitment programs for the Foreign Service New Entry Professionals (NEPs) and GS to FS conversions; provides career counseling services to Foreign Service officers; manages a variety of benefits programs including retirement, health and life insurance, injury compensation, FSN insurance, and related areas; and also manages the Agency's Drug Free Workplace Program.

M/HR/POD also uses Subject-Matter Teams to coordinate specific subject matter issues relating to policy application and to provide consistency across HR Support Teams. Subject matter includes but is not limited to recruitment, merit promotion, staffing, classification, performance/career counseling, employee benefits and services, retirement, and placement/assignments. The Human Resource Subject-Matter Teams develop standards and procedures for subject matter, coordinating new policy with M/HR/PPIM; and serve as the first review level on intra-team appeals and reconsiderations.

- (6) The **Learning Support Division (M/HR/LS)** provides leadership and direction to the continuous development of the worldwide workforce in accomplishment of USAID's global Strategic Goal to remain a premier bilateral development agency. M/HR/LS interprets and implements legislative and executive branch mandates that govern training programs for federal employees; develops policies and regulations that govern learning and staff development programs for all categories of USAID employees, including Foreign Service Nationals, and U.S. Personal Service Contractors; and represents the Agency on employee learning and training related matters. The Division also assesses the learning and training needs of the agency workforce; designs and implements traditional and selected state-of-the-art training programs and events to enhance the knowledge, skills and performance of the agency's workforce; and undertakes training initiatives in support of the Government Performance Results Act and other Agency reform efforts. M/HR/LS monitors and evaluates Agency employee training programs, establishing

objectives, selection criteria, and quality control measures for these programs; develops and maintains selected databases of official Agency training records; and procures and manages equipment, supplies, and facilities in support of employee training programs, including the Agency's headquarters training facility and its employee learning library (Learning Reference Center). Finally, the Division develops and directs the Agency's general human resources support services budget, including staff training and training-related travel, preparing budgetary documentation, contract, and related actions necessary to ensure program success.

h. The **Office of Financial Management (M/FM)** is composed of the Office of the Controller and seven divisions.

(1) The **Office of the Controller (M/FM/CONT)** houses the Chief Financial Officer (CFO) and the Agency Controller (who serves as Deputy Chief Financial Officer), responsible for reviewing and approving financial reports and statements prepared by Agency components for transmittal to the Administrator, OMB, the President, the Congress, or external groups.

(2) The **Policy, Planning and Compliance Division (M/FM/PPC)** formulates and implements financial management policies and systems in response to changes, formal comments, and recommendations regarding USAID financial management policies, including Inspector General (OIG) and Government Accounting Office (GAO) reports. M/FM/PPC monitors pending legislation to evaluate its impact on USAID financial management operations and recommends appropriate actions. In addition, this Division prepares the Annual Joint Financial Improvement Report and is responsible for developing and implementing a control assessment program.

(3) The **Financial Systems Division (M/FM/FS)** manages the development and implementation of USAID's Worldwide Accounting and Control System (AWACS). M/FM/FS continually analyzes work processes and data requirements and provides continuing support for the Mission Accounting and Control System (MACS), including the conversion of MACS to a UNIX platform and eventual integration into AWACS.

(4) The **Central Accounting and Reporting Division (M/FM/CAR)** administers the financial control and reporting, at the appropriation and account level, of all foreign assistance funds appropriated for Agency program activities and operating expenses. These funds include U.S. dollar and foreign currency appropriations as well as special deposit, trust fund, and miscellaneous receipt accounts, Treasury suspense accounts, and funds appropriated to other government agencies serviced by USAID. M/FM/CAR manages the Agency's automated on-line systems for

administrative control of funds, as well as the Standard General Ledger and Accounts Receivable; controls the Cash Journal, the pipeline information system, the Country Financial Reporting System, the Buy American Reporting System, the foreign currency system, and the Source Supplier Commodity tracking system; and consolidates financial information from overseas accounting stations, performing summary accounting functions for the Agency, reconciling all cash accounts with the Department of Treasury, and providing reports to Treasury as required. M/FM/CAR designates Agency cashiers and certifying officers worldwide; provides collection and disbursing services for the Agency through the USAID/W cashier and authorizes the write-off of uncollectible claims within the dollar authorities of the Agency. The Division includes the Asset Management/ Mission Reporting Team (M/FM/CAR/AMMR) and the Funds Control/General Ledger Team (M/FM/CAR/FCGL).

(5) The **Accounting Division (M/FM/A)** establishes financial policies and internal accounting controls and provides financial management advice for assigned portfolios and functions. M/FM/A functions as the accounting station for all USAID/W allowed grant project and non-project assistance activities as well as for Disaster Assistance funds, P.L. 480 Transportation funds, Trust Funds, and Trade and Development Agency (TDA) funds; issues and manages Bank Letters of Commitment; maintains official accounting records; monitors and exercises financial control; and establishes operational financial policies for OE funds (except payroll accounts) allotted to USAID and TDA. The Division includes the Project and Non-Project Accounting Team (M/FM/A/PPN) and the Operating Expense Team (M/FM/A/OE).

(6) The **Cash Management and Payment Division (M/FM/CMP)** maintains the official record of incoming invoices/bills/vouchers and obligations and monitors and obtains administrative approval for headquarters vouchers to ensure delivery of goods and/or services. This Division controls and monitors the production of the Agency's Washington-to-Mission Advice-of-Charge reports and detail listings; processes requests for stop-payment actions through the Department of Treasury; and provides continuous monitoring and management of cash resources flowing to grantees through cash advances, reimbursements, interagency billings, and Letters of Credit. M/FM/CMP ensures that U.S. Treasury funds drawn by or disbursed to contractors, other government agencies, and grantees are the minimum necessary to cover current operational costs and demands; issues bills for collection, records refunds, and processes adjustments; administers related follow-up actions; and provides financial accounting for contracts, grants, interagency agreements, and other miscellaneous documents as required. The Division includes the Reimbursable Payments Team (M/FM/CMP/RP) and the Grants and Interagency Billings Team (M/FM/CMP/GIB).

(7) The **Loan Management Division (M/FM/LM)** administers the accounting and reporting activities for the direct loan program and the controller function for the Housing Guaranty Program and the Micro and Small Enterprise Development direct loan and guaranty programs in conformance with the Credit Reform Act of 1990 (P.L. 101-508). M/FM/LM directs the collection and debt rescheduling efforts for all public and private-sector loans; monitors conformance to Section 620(q) of the Foreign Assistance Act of 1961, as amended, and the Brooke-Alexander provisions of the Foreign Operations, Export Financing and Related Programs Appropriations Acts; and advises missions regarding violations of these provisions.

(8) The **Payroll Division (M/FM/P)** manages payroll for all USAID direct hires; provides technical guidance regarding payroll matters involving regulatory or statutory requirements; maintains official payroll records; and administers the New American Payroll System (NAPS) and the Labor Cost System.

i. The **Office of Administrative Services (M/AS)** provides logistical support services and administrative services worldwide. It comprises the Office of the Director and four divisions.

(1) The **Office of the Director (M/AS/OD)** establishes policies, standards, and guidelines for administrative and logistical support services worldwide and oversees the development and provision of such services. M/AS/OD represents the Agency at the Interagency Working Group, International Cooperative Administrative Support Services (ICASS), fielding a senior manager to the ICASS Service Center to ensure equity in financial and administrative dealings with State, Commerce, and other agencies participating in ICASS. M/AS/OD serves as the Agency's environmental executive in promoting an affirmative program for use of environmentally-sound, energy efficient products; serves as the Agency's Freedom of Information and Privacy Officers in accordance with the Federal Privacy Act; and conducts long-term planning for Agency facilities and other logistic and administrative support requirements. M/AS/OD administers the occupational safety, environmental health, emergency preparedness, recycling, parking, and metrication programs. This Office also develops and directs the Agency's general administrative support services budget; prepares budgetary documentation and contracts, and performs related actions necessary to ensure program success; and provides leadership and general direction to M/AS.

(2) The **Overseas Management Support Division (M/AS/OMS)** establishes standards, policies, and procedures for overseas Mission operations and use of overseas administrative resources; provides

guidance and support for all administrative management personnel overseas; and advises and counsels Missions on the establishment and implementation of enhanced administrative systems. M/AS/OMS also represents the Agency as a member of the Washington Interagency Housing Board. This Division formulates policies on the technical qualifications, recruitment, performance, training, and retention of all executive officer (EXO) personnel; recommends assignment of EXOs and arranges for coverage of gaps in EXO positions with temporary personnel; provides assistance to geographic Bureaus in opening or closing overseas Missions; and evaluates Mission administrative and logistics services through periodic on-site reviews. M/AS/OMS conducts orientation and training for newly appointed EXOs and Backstop 03 new entry professionals (NEPs); manages overseas non-expendable property and administers the Agency's overseas real property program (FAA 636c) and the revolving fund. M/AS/OMS coordinates the Agency Occupational Safety and Health Program (OSHA); the employee environmental health and wellness program; and emergency preparedness through the development of policies and procedures and providing oversight of these functions. Serves as the Agency Energy Office, providing technical guidance and monitoring compliance with government policy.

(3) The **Consolidation, Property and Services Division (M/AS/CPD)** provides project coordination for construction, space management and design, and relocation/consolidation activities, including moving property and personnel. M/AS/CPD manages real property; acquires, controls, and distributes personal and non-expendable property; negotiates with private sector organizations and/or the General Services Administration (GSA) on acquisition and leasing arrangements for USAID/W real property; and advises the senior property official in the developing property management policies and programs. The Division provides services for mail distribution, the diplomatic pouch, printing, graphics, and the dissemination of classified documents. M/AS/CPD operates the USAID/W motor pool; develops and implements the USAID/W copy management system and program; administers the Metrochek program; and establishes artistic standards for exhibits, publications, and graphic services, and controls Agency exhibits.

(4) The **Travel and Transportation Division (M/AS/TT)** establishes USAID travel and the transportation policies, provides policy guidance, and manages the travel of USAID employees and the transportation of personal and household effects. M/AS/TT provides customer services by processing travel authorizations, visas, passports, and personal property claims; arranging for the movement of household effects, consumables, unaccompanied air baggage, and employee vehicles; manages the Travel Management Center coordinating the payment system for Government

Travel Services; and assisting in the shipment of remains of employees or dependents who die while overseas or in travel status.

*(5) The **Information and Records Division (M/AS/IRD)** provides technical and policy direction and training in the areas of records management, directives development and dissemination, mandatory and systematic declassification, information collection activities, reports and correspondence management, the Privacy Act (PA), and the Freedom of Information Act (FOIA). M/AS/IRD is the central processing point for PA and FOIA requests that are received by the Agency and for the publication of Agency Federal Register notices.

j. The **Office of Information Resources Management (M/IRM)** is responsible for the planning, acquisition, management, maintenance, and policy formulation of all information resources and telecommunications operations within USAID. It is composed of the Office of the Director and five divisions.

(1) The **Office of the Director (M/IRM/OD)** houses responsibility for IRM strategic planning; budget requirements; policy development and promulgation; and program review for programs containing IRM activities. M/IRM/OD exercises responsibility for the coordination, development, management, and oversight of activities required to carry out IRM functions.

(2) The **Planning, Management and Acquisition Division (M/IRM/PMA)** performs duties in support of the Chief Information Officer (CIO), Deputy CIO, and M/IRM/OD; oversees preparation and implementation of the Agency's Strategic IRM Plan; manages the capital investment review process; information technology (IT) project performance measurement; and core competence compliance. M/IRM/PMA exercises responsibility for the planning, development, control, and expenditure of the IRM budget; oversees the preparation and implementation of the Agency's five-year IRM strategic plan; coordinates periodic evaluations and audits of products, services, and projects; and manages the review of requirements for IRM services and support. The Division coordinates the acquisition of Federal Information Processing (FIP) resources with the Office of Procurement (M/OP) and the Office of Administrative Services (M/AS) and maintains inventories of IRM resources; and provides core contract management and general policy coordination related to computer accessibility for disabled employees.

(3) The **Information Policy and Administration Division (M/IRM/IPA)** formulates strategic and tactical information technology policies and plans for the Agency's automated information activities. The Division coordinates the integration of information and technical architectures in support of USAID's plan to move toward an integrated

approach to information management. M/IRM/IPA manages the data administration program that includes data standards and procedures and the high-level data model; and plans, develops, coordinates, and oversees implementation of the automated information system security program.

(4) The **Consulting and Information Services Division (M/IRM/CIS)** provides information management (IM) consulting services and integrates IM with information technology (IT) at the Agency, organizational, and individual levels. M/IRM/CIS provides assistance in business analysis consulting and end-user application requirements definition; and supports the IT components of Agency field projects in all aspects related to IT transfer. The Division provides data services to end-users on the Internet; designs and implements end-user computing solutions; and provides the services of programmers, analysts, and other information technology/management professionals.

(5) The **Telecommunications and Computer Operations Division (M/IRM/TCO)** manages voice communications operations for USAID/W and information technology activities supporting USAID/W at the desktop level. This Division develops, implements, and supports connectivity between Missions and USAID/W; manages the local area networks (LANs) and electronic mail (E-mail) services; and provides engineering support for global wide area network infrastructure and connectivity with external services such as Internet. M/IRM/TCO coordinates, plans, and budgets for implementation of wide area network security and for research and development of new information technology products and services.

(6) The **Systems Development and Maintenance Division (M/IRM/SDM)** directs the development and maintenance of corporate information systems; designs, develops, programs, and implements automated information management systems; and manages, designs, and maintains the Agency's database software.

101.3.1.5 Bureau for Policy and Program Coordination (PPC)

The **Bureau for Policy and Program Coordination (PPC)** functions as the Agency's central unit for policy formulation, cross-sectoral integration, and program coordination in the key [sustainable development](#) sectors and humanitarian relief; leads Agency-wide policy formulation on research, [participation](#), and training; and ensures that activities in these cross-cutting areas are coordinated and consistent with approved strategic priorities, implementation guidelines, and resource allocation decisions of the Agency. PPC leads Agency efforts in managing for results; defines and enforces USAID's program and research priorities; tracks results; ensures that budget allocations and program content reflect Administration priorities, Agency policies, and program performance; and houses the Agency's independent evaluation, performance measurement, and development information functions. In addition, PPC leads USAID's

interactions with key development [partners](#) and advances U.S. government development assistance objectives in the sustainable development areas, humanitarian response, and research through such interactions. It consists of six subordinate organizations.

- a. The **Office of the Assistant Administrator (AA/PPC)** directs and supervises Bureau activities; provides overall policy guidance and oversight for activities within PPC's areas of responsibility; and houses the Agency's Chief Economist.
- b. The **Administrative Management Staff (PPC/AMS)** advises the Bureau on management priorities and provides consultation, advice, administrative and logistical support, and related services. The staff reviews Bureau internal operations; provides financial planning and allotment of administrative funds; keeps central working personnel files; maintains employment ceilings; and coordinates the timely preparation of employee work plans, performance reviews and evaluations. The staff also provides travel and procurement services.
- c. The **Office of Policy Development and Coordination (PPC/PDC)** assists the Administrator and senior Agency management in the development of policies affecting all aspects of the USAID program. The Office plays a key role in helping the Administrator, Deputy Administrator, AA/PPC, and senior management set new strategic priorities, formulate long-term goals and objectives, and align Agency procedures, policies and programs to achieve those objectives. It is the primary Agency office responsible for identifying key policy issues, assessing their significance for current and future Agency programs, providing balanced, high quality and in-depth analysis of their dimensions, formulating policy options, and making policy recommendations. The Office demonstrates leadership in providing a broad perspective on the Agency's programs, integrating sectoral approaches, and developing innovative conceptual frameworks. It ensures that the Agency's core mission of sustainable development is the common and coherent framework as explained in the Agency Strategic Plan. The staff provide policy leadership, analysis, and expertise in the major areas of Agency responsibility including, but not limited to, economic growth, international trade and market development, poverty reduction, disaster mitigation, agricultural development and natural resource management, environment and global climate change, democracy and good governance, human capacity development, humanitarian assistance, health and family planning, de-mining and other defense-related policies, as well as essential development approaches (research, information technology, [partnerships](#)) that ensure that USAID remains a premier bilateral development agency.
- d. The **Office of Program Coordination (PPC/PC)** ensures that USAID programs are advancing Agency policy objectives and represent an appropriate balance among Agency priorities. PPC/PC plays a central oversight and coordinating role in moving the Agency to manage for results and ensures cross-

sectoral integration at the geographic and central Bureau levels. Through its network of Bureau coordinators, PPC/PC monitors program performance and results. The Office coordinates PPC's review of strategic plans and annual action plans for all operating units and, in collaboration with M/B, makes resource allocation recommendations. PPC/PC ensures that strategic plans for all sustainable development countries, and those of the Global and BHR Bureaus, reflect the Administration's priorities and contain realistic and measurable progress indicators. PPC/PC ensures that a consistent set of policies and procedures for planning and implementing assistance programs and evaluating results are in place to guide operating units. The Office works closely with the Bureau for Management to ensure that the Agency's management policy supports the development agenda and sectoral policy priorities of the Agency. The Office also analyzes and reports to the Administrator on the alignment between overall resource allocations at the country, regional, and sectoral levels, taking into account Agency policies and Congressional mandates.

e. The **Office of Development Partners (PPC/DP)** plays a key role in influencing the policy agenda and programs of the U. S. government's development partners in ways that promote the efficient use of scarce development resources. PPC/DP exercises responsibility for advancing USAID's strategic objectives in achieving sustainable development; coordinates donor programs in humanitarian response and post-crisis transition; and promotes a more active involvement by multilateral institutions in social development. PPC/DP influences development partners to manage for results and emphasizes the importance to development of promoting cross-sectoral integration in program and policy formulation. The Office coordinates international and regional meetings with development partners; coordinates the Agency's programs with those of other bilateral donors and the Development Assistance Committee (DAC); and focuses on making USAID's outreach to PVOs and NGOs more proactive. PPC/DP also oversees the work of USAID's representatives in Paris, Japan, Geneva, Brussels, the Executive Director's Office at the World Bank, and the United Nations in New York.

f. The **Center for Development Information and Evaluation (PPC/CDIE)** supports PPC's efforts in leading the Agency to manage for results by designing USAID's program performance measurement systems at the operating unit and Agency levels; sharing responsibility for undertaking Agency-wide performance measurement analysis and reporting; conducting Agency-wide evaluations of program and operations performance issues; and synthesizing and disseminating lessons learned in a timely manner to benefit policy making, resource allocation, and program planning and implementation. PPC/CDIE promotes a cross-sectoral perspective in strategic planning and creates and maintains USAID's "institutional memory" of development documents. The Center has three divisions.

(1) The **Program and Operations Assessment Division (PPC/CDIE/POA)** administers an evaluations program using a wide range of methods, including field-based assessments of programs and operational systems, desk studies, syntheses of evaluations conducted by Bureaus and Missions, development experience, workshops, and contracted research.

(2) The **Performance Measurement and Evaluation Division (PPC/CDIE/PME)** provides leadership in the use of strategic planning, performance measurement, and evaluation to manage for results. PPC/CDIE/PME strengthens and sustains USAID capabilities to obtain and use performance and evaluation information.

(3) The **Development Information and Outreach Division (PPC/CDIE/DIO)** preserves and promotes knowledge of USAID performance and experience in the planning, implementation and evaluation of development projects worldwide; provides research and reference services to USAID and the development community; promotes the use of development experience information resources in developing countries; and aims to strengthen USAID programs through use of others' experience.

101.3.1.6 Bureau for Global Programs, Field Support and Research (G)

*The **Bureau for Global Programs, Field Support and Research (G)** functions as the Agency's repository of scientific and technical expertise. G designs and implements projects to address global problems; provides technical leadership and support to Agency components; and sponsors research to understand, support, and promote sustainable development. The Bureau provides scientific and technical leadership through five technical centers, i.e., democracy and governance; environment; population, health and nutrition; human capacity development; and economic growth. G oversees a portfolio of activities that advance the state-of-the-art in these five technical areas and support field implementation. G also conceptualizes, designs, manages, and evaluates global research activities; and provides technical oversight and quality control over the Agency-wide research portfolio. In addition, G provides professional management for the technical cadre of the Agency to include the recruitment, training, assignment, and career development of technical officers.

a. The **Office of the Assistant Administrator (AA/G)** provides oversight and liaison for external affairs, legislative relations, field support, and document quality control and research management. AA/G manages customer service for the Bureau and supervises the five Deputy Assistant Administrators (DAAs) who head up the technical centers. AA/G serves as the principal advisor on broad technical and operational matters relating to global issues; provides a central Agency focus for the design, implementation, review, coordination, and evaluation of global science and technology initiatives, programs, projects and

grants; and ensures that Bureau activities complement and support the goals and on-going work of the Agency. AA/G ensures the quality and capacity of the Agency's technical workforce, making sure that technical experts are involved during development, implementation, and evaluation of Agency policy and program guidance. The Office maintains an inventory of global research activities and provides support to the Agency's Research Council. A/G directs and supervises the Bureau, approving projects and programs, and allocating resources among centers and offices.

The AA/G also houses the **Development Credit Staff (AA/G/DCS)** responsible for introducing Development Credit Authority (DCA) Agency-wide as an effective and prudent financing vehicle to accomplish a wide range of development goals and strategic objectives. The primary function is to conduct the necessary credit risk analyses needed to calculate the level of subsidy required for each credit-funded activity. In this role, unit staff will be responsible for the quality control on underlying financial and economic analyses conducted by Agency operating units (OU). The DCS, at the request of the OU, can provide technical assistance in the conduct and scope of these analyses. In addition to insuring prudent risk management of credit funded activities, the unit will provide necessary training and support to Agency OUs on the development, management and the use of credit as a project funding source. Finally, the DCS will manage and monitor the credit functions of the existing Micro and Small Enterprise Development and the Urban and Environment (UE) Credit Programs.

b. The **Administrative Management Staff (G/AMS)** serves as special advisor to the Bureau in personnel, administration, and management; coordinates with the centers and M/HR on the assignment, promotion, training, career development, and performance evaluation of technical employees worldwide; manages the Bureau OE budget and FTE allocations; provides oversight for administrative services including travel, space planning, administrative procurement, office supplies/equipment; and provides coordination and oversight for Bureau personnel services including incentive awards, performance evaluation systems, equal employment opportunity, security, and employee counseling.

c. The **Office of Program Development and Strategic Planning (G/PDSP)** serves as the staff office for strategic, programmatic and oversight matters. G/PDSP provides advice and support for overall strategic direction; ensures program integration; oversees the introduction of reengineering concepts throughout the Bureau; and works with centers to monitor progress toward Bureau and Agency strategic objectives. The Office establishes mechanisms for assessing the efficiency and responsiveness of Bureau programs and programming mechanisms and introduces innovations designed to improve value for money; prepares the Bureau's budget submission, Congressional Presentation, and Operational Year Budget (OYB); coordinates the review and approval of new assistance descriptions and substantive amendments and clears

notifications to Congress; and maintains systems to support the centers in preparing their annual implementation plans. In addition, G/PDSP reserves funds for Project Implementation Orders (PIOs); clears waivers; monitors the voucher approval process; and coordinates the Bureau's portfolio review and internal control assessment processes.

d. The **Office of Women in Development (G/WID)** guides USAID in the integration of women into development efforts, identifying human constraints to achievement of strategic objectives, and suggesting ways to further USAID's goals through broader participation of women in the development process. G/WID serves as both an advocacy and demand-driven service office, providing technical leadership, advice, and support in program and policy matters pertaining to women in development and gender issues. G/WID manages, designs, and implements projects that address global and interregional issues or problems pertaining to education, training, and the role of women in development which may not yet be reflected in regional or country strategies; assumes major responsibility for technical coordination with bilateral and multilateral donor/lending agencies in WID matters; formulates USAID's WID research agenda; and oversees professional development, technical upgrading, recruitment, and placement of technical WID personnel.

e. Technical Centers: There are five technical centers, each headed by a DAA who provides intellectual leadership and strategic and programmatic direction and ensures appropriate levels of coordination and integration within and among the centers. The DAAs represent the Agency on technical issues and are responsible for overseeing the technical quality of staff and programs. In their respective technical areas, each center:

- Provides technical leadership, advice and support;
- Assists in the development, implementation, and evaluation of policies, strategies, and resource allocation priorities;
- Monitors and advises regarding technical developments;
- Develops and/or tests new technologies and approaches and when appropriate, introduces them to the field;
- Develops impact indicators and establishes and maintains mechanisms for tracking and analyzing them;
- Coordinates activities with other donors and organizations;
- Manages global activities, including in countries with minimal or no USAID presence;

- Designs, funds, and manages projects that constitute a comprehensive portfolio covering the research, evaluation, programmatic, and technical support requirements of the Agency;
- Oversees the professional recruitment, training, assignment, and career management of Agency technical officers; and
- Serves as a primary vehicle for field support.

(1) The **Center for Democracy and Governance (G/DG)** maintains six teams; four technical teams corresponding to the four functional areas of emphasis -- elections and political process, rule of law, governance, and civil society -- a strategic planning team, and a program and information team.

(a) The Program and Information Team coordinates the development and presentation of the Center's Democracy program; administers the budget; monitors the performance of the strategic objectives and operating plan; implements the communications plan; and oversees the Agency Democracy database.

(b) The Strategic Planning Team provides technical assistance for field support; democracy programs in USAID/W and the field; assesses and evaluates programs and activities; identifies global research needs and lessons-learned in furthering the state-of-the-art knowledge; and backstops Mission democracy programs.

Four technical teams manage mechanisms for global field support, provide technical expertise and guidance to the field and USAID/W offices, and promote objectives.

(a) The Elections and Political Process Team responds to elections, political party development, voter education, civil education, political environment, and electoral commission support.

(b) The Rule of Law Team provides administration of justice programs, support for legislatures and constitutional bodies, protection of human rights, and legal aid clinics.

(c) The Governance Team responds to accountability of governments, decentralization, public administration and management, and public sector-private sector relations.

(d) The Civil Society Team provides civic participation, training, capacity building, and networking of NGOs, media, and public sector-private sector relations.

*(2) The **Center for Economic Growth and Agricultural Development (G/EGAD/DAA)** provides strategic and technical support to the field, as well as technical leadership and research to advance the Agency's goal of promoting broad-based economic growth and agricultural development. G/EGAD/DAA programs support six programmatic areas: micro-enterprise development; business development; agriculture and food security; economic and institutional reform; economic policy analysis; and cooperation with Israel in research and development. In addition to activities directly funded by the Center, the Center oversees mission-funded activities that operate through Center contracts, grants, and other mechanisms. The Center is responsible for overseeing the recruitment, selection, training, and placement of economic growth officers in three backstops: Agriculture, Economics, and Private Enterprise Development. The Israeli Program promotes increased science and technology cooperation among Middle East and developing countries, and the utilization of U.S. and Israeli technical expertise by developing countries.

*(a) The **Program Support Staff (G/EGAD/DAA/PS)** supports Center staff by guiding strategic planning; budget planning and monitoring; the procurement process; program monitoring; and reporting.

*(b) The **Office of Micro-enterprise Development (G/EGAD/MD)** designs and implements a five-part micro-enterprise innovation program and serves as the hub of the Agency's micro-enterprise initiatives.

*(c) The **Office of Business Development (G/EGAD/BD)** provides business linkages through its Global Technology Network to facilitate the transfer of U.S. technology and services to address developmental needs in USAID assisted countries and regions.

*(d) The **Office of Agriculture and Food Security (G/EGAD/AFS)** provides analytical, technical and program assistance for global and country-based agricultural programs in four focus areas: improving productivity of basic food, feed, fiber, and fuel commodities through technology development and application; conserving renewable agriculture resources and enhancing their productivity; promoting commercial agriculture and trade for the creation of jobs, income and foreign exchange earnings with the LDCs; and improving agriculture policies for increasing production efficiency while conserving natural resources. There are three divisions within this office which are responsible for university and international agricultural research center contributions to productive technology; sustainable agricultural

development and practices; and public-private partnerships to expand food security and trade.

(i) The **Sustainable Technology Division (G/EGAD/AFS/ST)** generates technologies to increase the worldwide economic efficiency of food/feed/fiber/fuel production, conservation, marketing, and distribution. The Division plans, implements, manages, evaluates, and provides technical guidance to bilateral and regional field research programs.

(ii) The **Food Policy Division (G/EGAD/AFS/FP)** provides technical and scientific expertise to implement and conduct food and agriculture field programs and activities. The Division plans, manages, implements, and evaluates technical assistance and service projects/programs in food security and agriculture policy.

(iii) The **Agriculture Enterprise and Market Development Division (G/EGAD/AFS/AEMD)** provides strategic and technical support to field programs in agribusiness, agriculture enterprise and agricultural trade and market development. The Division plans, manages, implements, and evaluates technical assistance and service projects/programs in agricultural enterprise and trade development support.

(e) The **Office of Emerging Markets (G/EGAD/EM)** provides analytical, technical and project assistance support for country-based programs in the areas of macro-economic and sectoral policy reform, financial sector development, political-economy constraints analyses, labor market linkages, legal and regulatory reform, and interdisciplinary institutional development. The Office is responsible for coordinating the Agency's economic growth issues in emerging markets with other U.S. government and multilateral departments and agencies. G/EGAD/EM provides centralized analytical support, technical leadership, and access to technical services for trade development issues, competition policies, the private delivery of public goods and services and the development of sustainable, U.S. private sector linkages with emerging market economies.

*(3) The **Center for Environment (G/ENV/DAA)** serves as the focal point for USAID's environmental program and provides general strategic support and leadership in three broad programmatic areas: environment and natural resources management; energy and environmental

technology; and urban programs and shelter. The Center represents the Agency at international environmental forums and coordinates related programmatic activities such as the Global Climate Change Initiative.

(a) The **Engineering Staff (G/ENV/DAA/E)** provides value engineering and analysis assistance to USAID/W and overseas managers and support to regional Bureaus and overseas posts in the area of capital projects development, implementation, and evaluation.

*(b) The **Office of Environment and Urban Programs (G/ENV/UP)** leads the Agency's Making Cities Work strategy, ensuring that sustainable urban management is properly addressed in the Strategic Frameworks of the Agency's operating units. The Office provides policy formulation, design, and implementation support for urban programs that create the policies, institutions, and financing mechanisms needed to enable cities to provide a full range of environmental services and infrastructure; to attract investment in shelter, community facilities, and environmental improvement; and to promote private enterprise. G/ENV/UP facilitates access to outside technical expertise from a broad range of Sustainable Urban Management contractors. The Office assists USAID Missions and carries out regional activities worldwide through staff based in Regional Urban Development Offices (RUDOs) overseas.

*(c) The **Office of Environment and Natural Resources (G/ENV/ENR)** provides analytical, technical, and project assistance support for programs in biodiversity conservation; forestry and agro-forestry; integrated water resource management; coastal resources; environmental education and communication; and, through a jointly managed program with G/EGAD/AFS, sustainable agriculture.

*(d) The **Office of Energy, Environment and Technology (G/ENV/EET)** provides analytical, technical, and strategic assistance to USAID Bureaus and Missions to identify energy interventions that contribute to the realization of USAID's development objectives including economic growth, democratization, human health, and environmental stewardship. G/ENV/EET activities that demonstrate the energy development linkage in both rural and urban settings include: energy sector policy and governance, private and public sector capacity building, environmental management, energy efficiency, and renewable energy.

***(4) The Center for Population, Health, and Nutrition (G/PHN/DAA)** provides the technical leadership in population, health, and nutrition necessary to assess and have an impact on the principal health and fertility issues that impede development, both globally and at the country level.

***(a) The Office of Field and Program Support (G/PHN/FPS)** works to strengthen USAID's efforts to achieve global impact in protecting health and reducing unintended pregnancies by mobilizing and coordinating available population, health, and nutrition programs and resources in support of country and regional programs. The seven areas of emphasis within the Office that enable G/PHN/FPS to accomplish this objective are: (i) Regional Coordination; (ii) Program Support; (iii) Field Support; (iv) Donor Coordination; (v) Performance Monitoring and Strategic Planning; (vi) Personnel and Support Systems; and (vii) Internet/Multimedia. The Regional Coordinators, in partnership with Regional Bureaus, coordinate and provide program, technical and logistical support to Missions through the Joint Programming and Planning Core Teams. They serve as advocates for the Missions to ensure that field views are known and technical requirements are met. The Program Unit serves as G/PHN's focal point for receipt of all funds coming into the Center or going out, for allocation/distribution of those funds, as well as for providing budgetary oversight and program guidance on all program documents.

***(b) The Office of Population (G/PHN/POP)** provides leadership in population and family planning and related reproductive health services; manages a large portfolio of technical assistance, training, and communications projects which support field programs; procures contraceptives and HIV/AIDS condoms; provides a biomedical, social science, and operations research program which addresses long-range needs and pertinent issues affecting the field; and provides scientific and technical input needed to ensure high-quality standards of practice for USAID family planning and reproductive health programs. There are five divisions within the Office.

***(i) The Family Planning Services Division (G/PHN/POP/FPS)** promotes state-of-the-art service delivery strategies; designs and manages technical assistance projects with public, private, commercial, and non-governmental organization sector partners; and serves as a technical resource for expanding access to and the quality of family planning and reproductive health services.

*(ii) The **Communications, Management and Training Division (G/PHN/POP/CMT)** improves the technical and managerial capacity of developing country staff and organizations in the areas of reproductive health communication, management, training, and leadership.

*(iii) The **Contraceptive and Logistics Management Division (G/PHN/POP/CLM)** implements the Agency's centralized contraceptive and condom procurement system; provides host country program managers and policymakers with the technical skills needed to more effectively and efficiently distribute contraceptives and other essential health commodities to clients; and collaborates with other donors, host country officials and private sector partners to ensure a secure supply of contraceptives to meet program needs.

*(iv) The **Policy and Evaluation Division (G/PHN/POP/PE)** manages a portfolio that supports demographic data collection and analysis, policy dialogue and action, and impact evaluation and provides analytical skills and support.

*(v) The **Research Division (G/PHN/POP/R)** provides scientific and technical support for the development and introduction of new contraceptives and finds solutions to emerging service delivery problems in USAID family planning and reproductive health programs. The Division manages a portfolio of projects designed to meet mid- to long-range research needs, answers research-related field implementation questions, and provides strategic guidance for biotechnical and operations research programs.

(c) The **Office of Health and Nutrition (G/PHN/HN)** provides leadership and technical field assistance in maternal and child health, nutrition, and the prevention and mitigation of HIV/AIDS and other infectious diseases. G/PHN/HN manages worldwide biomedical, operational, and policy research to develop and introduce appropriate technologies that improve the quality of health services to developing country populations. The Office is responsible for evaluating, reporting, and tracking of USAID assisted health programs. The Office is composed of five Divisions.

*(i) The **HIV/AIDS Division (G/PHN/HN/HIV/AI)** exercises responsibility for the strategic development, program design, and biomedical and operational research in

the prevention and mitigation of HIV/AIDS.

G/PHN/HN/HIV/AI provides technical guidance on research and field experience in HIV prevention and control of sexually transmitted diseases and tuberculosis as it relates to HIV. The Division supports and works in partnership with a variety of government and non-government organizations in the U.S. and abroad.

(ii) The **Child Survival Division (G/PHN/HN/CS)** manages technical assistance and biomedical and operational research to prevent infant and child death due to major childhood diseases; and provides technical guidance on immunizable and diarrheal diseases, acute respiratory infections, micronutritional deficiencies, and related technology, including children's vaccines and program development.

(iii) The **Nutrition and Maternal Health Division (G/PHN/HN/NMH)** provides technical guidance and strategic development in the development of maternal health, nutrition, and breastfeeding programs and private and public sector food programming; and manages operational research and field assistance programs aimed at reducing maternal mortality.

*(iv) The **Policy and Sector Reform Division (G/PHN/HN/PSR)** provides technical guidance and field assistance in the areas of health systems strengthening, including private sector development, quality assurance, and pharmaceutical management; and manages related data collection and utilization activities.

*(v) The **Environmental Health Division (G/PHN/HN/EH)** provides technical guidance, program management, and field assistance on environmental health, infectious diseases and displaced children and orphans programs.

(5) The **Center for Human Capacity Development (G/HCD/DAA)** has four sectoral teams corresponding to its Strategic Support Objectives: basic education, higher education/workforce development, training, and information technology. In addition, there are two cross cutting teams – education appraisal/planning support and education in crisis/transition nations - comprising representatives from each of the functional teams. The teams provide technical leadership, field support, and direct implementation, as appropriate, for worldwide activities in the specific areas of the four Strategic Support Objectives.

101.3.1.7 Bureau for Legislative and Public Affairs (LPA)

The **Bureau for Legislative and Public Affairs (LPA)** serves as the central point of contact with the Congress, other agencies (on legislative matters), on all forms of media, the development community, and the American public regarding the Agency's international development programs and policies. LPA provides advice on the status and history of pending legislation and the concerns and views of members of Congress, and devises and implements strategies to support the Agency's goals in Congress. LPA develops outreach programs to promote support and understanding of Agency missions and programs among the media, the development community, and the public. The Bureau is composed of three divisions and the Information Center.

a. The **Office of the Assistant Administrator (AA/LPA)** advises the Administrator and Senior Staff on presentation of Agency political programs to the Congress and serves as the principal advisor on information aspects of USAID policies, programs, and operations. AA/LPA advises on matters relating to the Agency's responsibilities for the effective communication of the purpose and role of the U.S. economic assistance program and its place in international efforts to foster sustainable development, particularly with respect to their impact on public opinion in the U.S. and abroad. In consultation with the Assistant Secretary of State for Public Affairs, the AA/LPA responds to press inquiries and disseminates information to press-media public affairs outlets about USAID's policies, programs, and operations. The Office coordinates USAID's press goals and messages, monitors Agency-related media, disseminates media coverage to Agency staff, and generates proactive Agency press activities. In addition, the Office coordinates media and press advance for trips, events, and interviews by the Administrator and Deputy Administrator and serves as USAID's press liaison to other public affairs offices and other U.S. Government and development entities. Further, the AA/LPA reviews Agency responses to questions about USAID program presentation and legislation; ensures timely preparation of Agency reports required by statute, coordinating with other elements of the Executive Branch; and coordinates the Agency's liaison with Members of Congress and with the key authorization oversight committees. AA/LPA manages the Bureau's congressional correspondence and its response to public inquiries on the Agency's legislation and programs. AA/LPA coordinates the transcripts and written responses to Congress for all Agency witnesses testifying before Congress. In addition, AA/LPA develops appropriate opportunities for and makes recommendations regarding requests for participation of the Administrator and Deputy Administrator in external programs and events and coordinates internal interactive presentations, as well as other special events and communications.

b. The **Congressional Liaison Division (LPA/CL)** maintains continuous liaison with Members of Congress, congressional staff, and committees to inform them about USAID programs and policies and to obtain their views on issues

associated with USAID, which are then communicated to the Agency. As the primary advisor regarding relations with the Congress on programs, policies, and issues, LPA/CL recommends response strategies; assists in the development of Bureau strategies with regard to relations with the Congress; and makes recommendations regarding the preparation of materials representing the Agency's position on issues before the Congress and congressional meetings and consultations as issues arise. LPA/CL negotiates USAID legislative issues with Members of Congress, their committees, and staff.

c. The **Public Liaison Division (LPA/PL)** develops and implements the Agency's outreach and liaison program with targeted audiences of the U.S. public and non-governmental organizations, businesses, and the higher education community representative of the American people. LPA/PL develops recommendations to the Administrator and other senior officers regarding outreach activities with such organizations, working closely with Bureau schedulers in identifying possible speaking engagements. The Public Liaison Division manages USAID's domestic outreach programs, including Operation Day's Work, a USAID-sponsored national student initiative that educates American communities about the benefits of foreign assistance through middle and high school-based activities. The Division prepares speeches, talking points, and other written material for the Administrator and Deputy Administrator. The Division also manages a Speaker's Bureau to increase opportunities for delivery of USAID's program messages and to create substantive fora for broad-based discussions regarding Agency initiatives and strategies.

d. The **Multimedia Communications Division (LPA/MC)** coordinates USAID-funded publications and videos, overseeing content and cost; and coordinates photographs and other multimedia as needed. LPA/MC produces a monthly newsletter and periodicals for external audiences. LPA/MC maintains a "library" of speeches, talking points, Q&As, and testimony by/for the Administrator and Deputy Administrator for use by Agency spokespersons and policymakers.

e. The **Information Center (LPA/IC)** coordinates and monitors U.S. public opinion of the Agency; responds to inquiries about the Agency's activities; prepares and distributes information on USAID to external customers; sets policies and coordinates information available to the public on the World Wide Web; and conducts broad-based public information campaigns.

101.3.1.8 Office of Equal Opportunity Programs (EOP)

The **Office of Equal Opportunity Programs (EOP)** is responsible for formulating policy and administering, monitoring, and evaluating the implementation of laws, policies, regulations, and Executive Orders related to the provision of equal opportunity without regard to race, color, religion, national origin, physical or mental handicap, sex, or age. EOP provides advice and assistance to employees and managers regarding the

Agency's equal employment opportunity and affirmative action policy and programs. It conducts a continuing affirmative action program designed to promote equal opportunity in every aspect of Agency personnel policy and practice; provides for counseling of aggrieved employees or applicants for employment who believe that they have been discriminated against; and provides for prompt, fair, and impartial consideration, investigation, and disposition of complaints involving issues of discrimination filed against the Agency. In addition, EOP ensures equal opportunity to compete in Agency programs involving recruitment, hiring, training, upward mobility, career counseling, equal pay, and promotion. EOP monitors implementation of the special emphasis program; submits reports on affirmative action program plans and accomplishments; and coordinates the planning, development, submission, and issuance of Agency annual affirmative action program plans. EOP also identifies barriers to goal achievements and develops viable solutions to impediments identified. The Office establishes and maintains a system that provides statistical employment information by race, national origin, sex, handicap, age, and veterans preference and monitors Agency compliance with the following:

- Title VI of the Civil Rights Act of 1964, as amended, prohibiting discrimination on the basis of race, color, or national origin in Federally-assisted programs;
- Section 504 of the Rehabilitation Act of 1973, prohibiting discrimination against qualified handicapped persons in any program or activity receiving or benefiting from Federal financial assistance;
- Title IX of the Education Amendments of 1972 (amending the Higher Education Act of 1965), prohibiting sex discrimination in education programs or activities that receive Federal financial assistance; and
- The Age Discrimination Act of 1975, prohibiting discrimination on the basis of age by recipients of Federal assistance.

101.3.1.9 Office of the General Counsel (GC)

The **Office of the General Counsel (GC)** provides legal advice, counsel, and services to the Agency and its officials and ensures that USAID programs are administered in accordance with legislative authorities. There are nine subordinate organizational units.

- a. The **Office of the General Counsel (GC)** serves as the Agency's chief legal officer. GC advises the Administrator on Agency-wide policy matters and advises on legal matters arising in the operation and administration of USAID programs, and on matters relating to legislation or proposed legislation affecting USAID. GC provides advice and guidance on congressional investigations and determines what legal courses of action are appropriate for the Agency. GC also maintains liaison with other Government organizations to provide advice or

assistance in interpreting or applying the legal authorities of the Agency and represents USAID in connection with legal matters affecting it.

b. The **Administrative Management Staff (GC/AMS)** reviews internal office operations and provides management, administrative, and logistic support to all elements of GC. GC/AMS manages the office's OE budget and FTEs and provides services for travel, space planning, administrative procurement, and reproduction and printing services. The Staff develops recruitment requirements, recommends selections, and represents GC in the personnel decision-making process. GC/AMS administers the automation program and develops and maintains the GC law library.

c. The **Assistant General Counsel for Ethics and Administration (GC/EA)** manages all aspects of USAID's ethics program and provides the full range of legal services to the Agency in the areas of personnel management; equal opportunity; freedom of information; privacy; other information management issues; and all aspects of administrative support. GC/EA serves as primary USAID contact with the Federal Register.

d. The **Assistant General Counsel for Litigation and Enforcement (GC/LE)** represents USAID in contract dispute cases appealed to the Armed Services Board of Contract Appeals and also assists the Department of Justice in USAID contract dispute cases and personnel cases which reach U.S. courts. With respect to bid protest matters, GC/LE represents USAID before the Comptroller General of the United States and the General Services Board of Contract Appeals which arise out of IRM procurements. GC/LE also provides legal advice on the enforcement of all Agency claims against non-governmental entities, except for those claims arising from housing guarantee transactions; makes recommendations for referral of claims to the Department of Justice and assists in the civil litigation of such claims; and participates in and defends USAID actions with respect to suspension and debarment matters. In addition, GC/LE coordinates with the Department of Justice and Missions with respect to overseas adversarial proceedings initiated before foreign tribunals; and prepares or furnishes guidance and advice to USAID officials with respect to matters in litigation or potential litigation issues and the preparation of USAID decisions on bid protests.

e. The **Assistant General Counsel for Legislation and Policy (GC/LP)** drafts all proposals for foreign assistance legislation originating in USAID. GC/LP reviews and comments on legislation proposed by Members of Congress and other agencies; obtains OMB approval on matters of Agency budget or policy, as necessary. GC/LP provides advice to LPA on matters relating to legislation and legislative strategy; to M/FM on fiscal and budgetary problems and matters pertaining to the implications of legislation on M/FM operations for issues involving appropriations accounts, apportionment of funds, and transfers

and allocations of funds between accounts and agencies; and to PPC on activities relating to human rights.

f. The **Assistant General Counsel for Humanitarian Response (GC/BHR)** provides legal advice in the areas of Food for Peace, American Schools and Hospitals Abroad, and USAID's relationships with private voluntary organizations. GC/BHR also advises the Office of Foreign Disaster Assistance, the Global Bureau Center for Population, and the Environmental Coordinator, and other Agency officials concerning environmental legislation and regulations.

g. The **Assistant General Counsel for Global Bureau (GC/G)** provides legal advice relating to the programs of the Global Bureau. GC/G provides legal interpretation of and assists in negotiating, drafting, and reviewing program and project implementation documents, including authorizations, agreements and contracts. GC/G reviews Bureau activities with respect to U.S. legislation, U.S., international and foreign law issues, and applicable USAID policies and prepares legal opinions on questions arising from reviews. GC/G also reviews Bureau working relationships with other U.S. Government agencies and international organizations involved in international economic relations. The Office recommends or advises on new legislation, Executive Orders, and regulations; provides legal advice on matters of agriculture, health, nutrition, education, rural development, urban development administration, and international training; and advises the Board for International Food and Agricultural Development (BIFAD).

h. The **Assistant General Counsel for Contract and Commodity Management (GC/CCM)** provides legal advice to the Agency Procurement Executive, M/OP, and other interested offices on all aspects of procurement of services, contracting, grant activities, commodity procurement, transportation, and maritime affairs. GC/CCM provides legal advice on matters involving application of Federal laws and regulations to USAID-financed contractors and grantees in such areas as equal employment opportunity and wage and price controls. The Office consults with GC/LE and M/OP/POL concerning recommendations to the Procurement Executive for suspending or debaring suppliers, contractors, and grantees. GC/CCM provides legal advice on claims arising from commodity-related transactions on transportation issues associated with P.L. 480; on excess property; and on "Cargo Preference", "Fly America", and similar legislation affecting commodity import programs.

i. The **Assistant General Counsels for Africa (GC/AFR), Asia/Near East (GC/ANE), Europe and Eurasia (GC/E&E), and Latin America and the Caribbean (GC/LAC)** advise principal officers of the geographic Bureaus regarding the programs carried out by their respective Bureaus. These Assistant General Counsels assist in negotiating bilateral and multi-lateral agreements; assist in preparing implementation documents; and provide legal interpretation of such documents. The Assistant General Counsels review Bureau activities with respect to U.S. legislation; U.S., international, and foreign law issues; applicable

USAID policies; and GAO and other audit reports; and prepare legal opinions on questions arising from reviews. The Assistant General Counsels review working relationships with other U.S. Government agencies and international institutions and prepare or advise on agreements reflecting those relationships. They render opinions and provide advice on a broad variety of agreements and questions under Public Law 480 programs and USAID-related military assistance and recommend or advise on new legislation, Executive Orders, and regulations. The Assistant General Counsels also advise on the legal implications of self-help, reform measures, and human rights positions undertaken by aid-recipient countries.

101.3.1.10 Office of the Inspector General (OIG)

The **Office of the Inspector General (OIG)** reviews the integrity of Agency operations through audits, appraisals, investigations, and inspections. OIG conducts and supervises audits and investigations of Agency programs and operations, and recommends policies designed to promote economy, efficiency, and effectiveness and to prevent and detect fraud and abuse in USAID. The Office is semi-autonomous, with its own budget and personnel authorities. OIG provides a means for keeping the Administrator and Congress fully and currently informed about problems and deficiencies relating to the administration of such activities and the necessity for and progress of correction action. The Office has three major elements: Audit, Investigations, and Legal Counsel and Management.

a. The **Assistant Inspector General for Audit (AIG/A)** provides leadership and coordinates all audit activities and operations in Washington and overseas. AIG/A recommends policies or activities designed to promote economy, efficiency, and to prevent and detect fraud and abuse in USAID programs and operations.

(1) Washington Audit Offices

*(a) The **Headquarters Liaison and Coordination Division (OIG/A/HLC)** ensures the implementation of, and compliance with, professional auditing standards and procedures. OIG/A/HLC develops and coordinates all OIG operational oversight activities to ensure the proper implementation of the OIG's internal quality control system. This Division develops or coordinates development of all OIG audit policies and procedures; develops and distributes the audit portion of the OIG's Integrated Annual Plan by coordinating input received from all OIG line audit offices; and serves as liaison between USAID/W and OIG overseas audit offices, monitoring and expediting the procedure for reaching acceptable audit recommendation management decisions. OIG/A/HLC reviews draft performance and financial related audit reports prepared by all OIG

audit offices. The Division also prepares or coordinates preparation of the Inspector General's Semiannual Report to the Congress.

*(b) The **Performance Audits Division (OIG/A/PA)** develops and implements the OIG's performance audit program to ensure adequate audit coverage of USAID's systems, programs, projects, and other activities worldwide. OIG/A/PA ensures the implementation of, and compliance with, professional auditing standards and procedures and implements the OIG's internal quality control system in all OIG/A/PA operations. OIG/A/PA develops OIG audit policy and procedures for its operations; develops an annual office plan for OIG/A/PA for submission to the AIG/A; issues timely, quality audit reports to USAID management; and monitors and expedites the procedures for reaching acceptable audit recommendation management decisions for OIG/A/PA.

*(c) The **Financial Audits Division (OIG/A/FA)** develops and implements the OIG's financial audit program to ensure adequate audit coverage of USAID's entities, contractors, and grantees. OIG/A/FA ensures the implementation of, and compliance with, professional auditing standards and procedures. The Division implements the OIG's internal quality control system in all OIG/A/FA operations; develops OIG audit policy and procedures for its operations; and develops an annual office plan for OIG/A/FA by coordinating input received from field offices and submitting the plan to the AIG/A. This Division performs the annual audit of USAID's consolidated financial statements as required by the Government Management Reform Act of 1994. This Division issues timely, quality audit reports to USAID management; monitors and expedites the procedures for reaching acceptable audit recommendation management decisions for OIG/A/FA; and ensures the quality of audits of U.S.-based for-profit USAID contractors and of audits performed by public accounting firms under the requirements of OMB Circular A-133. OIG/A/FA performs special follow-up audits of USAID grant fund recipients or sub-recipients; reviews and evaluates the policies, processes, and operations of USAID's Office of Procurement, which arranges for contract audits; and selectively performs cost-incurred or other special-purpose audits of USAID contractors. Finally, OIG/A/FA develops and implements a system for monitoring the quality of all audits of USAID contractors and grantees which are performed by external audit organizations.

*(d) The **Information Technology and Special Audits Division (OIG/A/ITSA)** defines and performs audits and analyses of USAID's management accountability and control system (FMFIA process);

information technology issues (Clinger/Cohen and Computer Security Acts); and special audits, which respond quickly to requests for analyses or allegations of mismanagement. OIG/A/ITSA implements the OIG's internal quality control system in all OIG/A/ITSA operations; develops OIG audit policy and procedures for its operations; and develops an annual office plan for OIG/A/ITSA for submission to the AIG/A. This Division also issues timely, independent, and objective analyses (audit and memorandum reports) to USAID management, and monitors and expedites the procedures for reaching acceptable audit recommendation management decisions for OIG/A/ITSA.

*(2) Overseas Audit Offices

The Overseas Audit Offices develop and implement the OIG's regional performance and financial audit programs to ensure adequate audit coverage of USAID's systems, programs, and projects, and of USAID's contractors and grantees, and assist, as requested, in worldwide audit efforts. The Offices ensure the implementation of, and compliance with, professional auditing standards and procedures. The Offices implement the OIG's internal quality control system in all regional office operations; provide suggested changes in the OIG overseas offices' policies and procedures to the OIG's Headquarters Liaison and Coordination Division (OIG/A/HLC); and provide OIG/A/HLC with the regional office's input to the OIG annual audit plan. The Offices submit timely, quality audit reports to USAID management on the results of audits and make recommendations to strengthen and increase the efficiency and effectiveness of Agency programs and systems, keeping Agency officials fully informed of fraud, waste, and abuse affecting the administration of programs and operations detected during the course of audits. In addition, these Offices monitor and expedite the procedures for reaching acceptable audit recommendation management decisions, and develop and implement a quality assurance program for financial audits of USAID awards to non-U.S. recipient organizations. Finally, they manage all technical and administrative operations of a regional office; provide appropriate support to USAID Missions and Embassies in maintaining the OIG's presence overseas; and serve as the OIG's regional liaison with USAID management, the Department of State, foreign government officials, private and public accounting firms, and Supreme Audit Institutions.

b. The **Assistant Inspector General for Investigations (AIG/I)** prevents and detects fraud and abuse in the programs and operations of USAID through the investigative activities assigned. AIG/I reports to, and coordinates with, the Attorney General on all matters involving the investigation and prosecution of suspected violations of federal criminal law. The Office coordinates with state, local and host government authorities on all matters involving the investigation and

prosecution of suspected violations of state, local or host government law. AIG/I supervises the performance of investigative activities relating to USAID employees, programs, and operations. The Assistant Inspector General for Investigations advises, and serves as the representative of, the IG on all investigative matters and represents the IG in conferences with officials from the Department of Justice, other Federal agencies, and other groups with respect to investigative matters covered by the IG Act of 1978. There are two divisions within the AIG/I.

(1) The **Domestic Division (OIG/I/DD)** manages the investigative program by assigning, directing, reviewing, scheduling and supervising difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. OIG/I/DD evaluates information reported through developed or reported leads to identify the issues involved and the types of evidence that are needed to prove or disprove an allegation. OIG/I/DD coordinates investigative and prosecutory activities with Federal, state and local agencies as necessary. The Division writes detailed reports of findings to be used in criminal, administrative or civil proceedings and also develops policy and procedures for AIG/I divisional operation and prepares input for the annual OIG Investigative Plan.

(2) The **Overseas Division (OIG/I/OD)** manages the investigative program by assigning, directing, reviewing, scheduling and supervising difficult and complex criminal investigations of alleged violations of Title 18 of the United States Code. OIG/I/OD evaluates information reported through developed or reported leads to identify the issues involved and the types of evidence that are needed to prove or disprove an allegation. OIG/I/OD coordinates investigative and prosecutory activities with Federal, state and local agencies as necessary. The Division writes detailed reports of findings to be used in criminal, administrative or civil proceedings. The Division also develops policy and procedures for AIG/I divisional operation and prepares input for the annual OIG Investigative Plan.

c. The **Office of Legal Counsel and Management (OIG/LCM)** is divided into two subordinate organizations.

(1) The **Legal Counsel (OIG/LC)** provides independent legal counsel and services to the Inspector General, Deputy Inspector General and all Offices within the OIG.

(2) The **Assistant Inspector General for Management (OIG/AIG/M)** provides administrative services and support for all Audit and Investigative activities and operations in Washington and overseas. The Office of Management consists of three divisions: the Information Management Division (OIG/LCM/IM), the Personnel Services Division (OIG/LCM/PS) and the Budget and Acquisition Division (OIG/LCM/BA). OIG/AIG/M oversees the administration of programs and formulation of plans, policies, standards,

and procedures in the areas of human resources management, information management, financial management, acquisition and procurement, publications and records management, administrative support, and property management within the OIG. There are three divisions in this office.

(a) The **Information Management Division (OIG/LCM/IM)** oversees all information resource management activities of the OIG, including the maintenance of the OIG LAN, Internet connections and interfaces, computer equipment and software and automated systems development.

(b) The **Personnel Services Division (OIG/LCM/PS)** oversees the development and implementation of all OIG personnel policies and procedures, including classification, recruitment, benefits, civil service merit promotion, foreign service tenuring and promotion, training, disciplinary actions, grievances (both civil service and foreign service) and retirement processing, both civil service, foreign service and law enforcement.

(c) The **Budget and Acquisition Division (OIG/LCM/BA)** oversees the formulation of the OIG annual budget, the budget submission and justification, budget execution and budget status reporting. OIG/LCM/BA ensures the compilation of financial data to enable performance measurement and management decision making.

101.3.1.11 Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)

The **Office of Small and Disadvantaged Business Utilization/Minority Resource Center (OSDBU/MRC)** oversees the formulation, implementation, and administration of Agency programs and activities relating to the participation and utilization of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. OSDBU/MRC enhances the use of small and disadvantaged enterprises in USAID programs and activities. The Office provides professional leadership and substantive advice to ensure that Agency use of these enterprises is accomplished effectively and complies with legislative provisions.

The OSDBU formulates USAID policies and develops systematic procedures designed to encourage effective participation of U.S. small and disadvantaged enterprises in USAID-financed development assistance activities and programs. It serves as the central point of contact and coordination for oral and written queries from businesses and institutions. OSDBU advises and counsels U.S. small and disadvantaged enterprises on those areas related to establishing and/or expanding their participation in USAID-financed development assistance activities and programs. Finally, it guides the Agency's approach to more effectively integrate U.S. small and disadvantaged

enterprises into programming and procurement systems. OSDBU/MRC also assists in the early identification of alternative methods of designing projects that will help create increased opportunities for involvement of these enterprises.

The OSDBU also administers the programs of the Minority Resource Center (MRC) to establish, maintain, and disseminate information to and for U.S. small disadvantaged enterprises regarding opportunities in USAID-financed development assistance programs. The MRC designs formal and informal systems to encourage, promote and assist U.S. small and disadvantaged enterprises to participate in USAID programs; conducts market research, planning, economic and business analyses and feasibility studies to identify business opportunities; and enters into such contracts, cooperation agreements, or other transactions as may be necessary in the conduct of its function under Section 123 of Public Law 95-53. The MRC also oversees the administration of the Women's Business Program in accordance with Executive Order 12138 and related initiatives; and designs and maintains automated statistical and other reporting systems including the subcontracting monitoring system (PL 100-656), the Agency Consultant Registry Information System (ACRIS), and the Procurement Information Access System (PIAS).

101.3.1.12 Geographic Bureaus

The **Geographic Bureaus** plan, formulate, implement, manage, and evaluate U.S. economic assistance programs within four specific regions:

- a. Bureau for Africa (AFR);
- b. Bureau for Asia and the Near East (ANE);
- c. Bureau for Latin America and the Caribbean (LAC); and
- d. Bureau for Europe and Eurasia (E&E).

101.3.1.13 Bureau for Africa (AFR)

a. The **Office of the Assistant Administrator (AA/AFR)** directs and supervises the activities of the Bureau and its overseas organizations. AA/AFR exercises responsibility for the formulation, approval and authorization of economic assistance programs and projects; presentation of the Bureau's program and budget to Congress; approval and direction of the allocation of resources among AFR Offices and Missions; implementation of AFR programs and projects; and the furtherance of diversity and increased opportunities for Bureau staff and sources contracted by the Bureau.

The Office includes the Assistant Administrator (AA) and three Deputy Assistant Administrators (DAAs) who serve as alter egos to the AA on matters affecting Bureau operations. The senior Deputy has responsibility for managing the Office of West African Affairs (AFR/WA) and the Administrative Management Staff (AFR/AMS). The

second Deputy provides direct oversight to the Offices of Southern African Affairs (AFR/SA) and Sustainable Development (AFR/SD). The third Deputy manages the Offices of Eastern African Affairs (AFR/EA) and Development Planning (AFR/DP).

b. The **Administrative Management Staff (AFR/AMS)** provides advice regarding Bureau structure, administrative processes, and resources. AFR/AMS represents the Bureau in management activities such as personnel assignment, organization management, and administrative support. AFR/AMS develops administrative policies and procedures for the Bureau and implements actions regarding personnel; property and space planning and allocation; travel; security; responses to Freedom of Information Act inquiries; and telephone and personnel directories.

c. The three **Geographic Offices** serve as the locus of responsibility and coordination for country-related matters, including policy and strategy; project, non-project and food aid development, analysis, monitoring, implementation and review; personnel and budgeting; external relations and information; and donor coordination. These offices manage USAID/W participation in the development process, conduct analyses, and review activities for program impact and country performance, and coordinate with other donors. The Office Directors have principal decision-making authority, as delegated from the AA/AFR, for project and non-project assistance proposals. The country development staffs within the geographic offices have the lead role in providing coordination and backstopping support for Missions. These staffs coordinate support for country strategic plan development and manage the review and approval process. They also participate in and advise on donor relations and meetings.

(1) The **Office of Eastern African Affairs (AFR/EA)** supports programs in Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Tanzania, Uganda, Democratic Republic of Congo, and Greater Horn of Africa Initiative, as well as the Regional Development Services Office in Nairobi.

(2) The **Office of Southern African Affairs (AFR/SA)** supports programs in Angola, Botswana, Malawi, Mozambique, Namibia, South Africa, Zambia, Zimbabwe, and the Republic of Central and Southern Africa.

(3) The **Office of West African Affairs (AFR/WA)** supports programs in Benin, Ghana, Guinea, Liberia, Mali, Nigeria, and Senegal.

d. The **Program Analysis Staffs (AFR/EA/PA, AFR/SA/PA) and the Program Support/Economic Analysis Staff (AFR/WA/PSEA)** manage economic, sectoral and cross-sectoral research and analysis, and develop and maintain economic and social databases for each of the three geographic offices. They coordinate all project and non-project assistance design activities in the AFR portfolio, ensuring compliance with established policies, procedures, and regulations as they relate to project design, approval, and implementation. In addition, these staffs coordinate the preparation of individual country Congressional Presentation submissions; coordinate the annual budget cycle; and monitor country program financial data. They work with AFR/AMS

and other Bureau offices to meet Mission staffing requirements; AFR/WA/PSEA also has responsibility for backstopping the closeout of seven Missions.

e. The **Office of Development Planning (AFR/DP)** provides leadership for Bureau strategy and policy development and oversees development and monitoring of the Development Fund for Africa (DFA) Action Plan. AFR/DP identifies and addresses cross-cutting development issues, manages the allocation and tracking of budget resources, assesses the impact of assistance, coordinates assistance with other donors, and provides guidance on overall program and budgeting strategy and policies. It is composed of four divisions.

(1) The **Program Analysis and Budget Division (AFR/DP/PAB)** manages the Bureau budget processes and coordinates preparation of the Congressional Presentation. AFR/DP/PAB prepares budget responses and reclaims for the Bureau for Management and OMB; monitors and tracks compliance with Congressional interests; coordinates preparation for and follow-up to Congressional hearings and prepares responses to legislative reporting requirements; and tracks and reports on the status of legislation and Congressional views and organizes and participates in briefings for Hill staff.

(2) The **Policy, Outreach, Strategy and Evaluation Division (AFR/DP/POSE)** develops and monitors implementation of the Bureau for Africa strategy, as set forth in the DFA Action Plan. AFR/DP/POSE develops program strategy and policy guidance for the region, adapting Agency policies for Africa. In addition, AFR/DP/POSE prepares issue papers and assists the field with strategic concept papers; evaluates program performance and assists Missions in organizing a program assessment system; and participates in country project/non-project reviews and assessments of program impact, coordinating with PPC/CDIE on Agency program evaluation activities. The Division also acts as the Bureau focal point for outreach activities, managing the Bureau for Africa Information Center.

(3) The **Project and Food Policy Division (AFR/DP/PFP)** manages and performs quality oversight of Bureau policies concerning project design and implementation, as well as food aid policy development. This Division monitors compliance with guidance on project issues and assesses the quality of implementation of delegations of authority. AFR/DP/PFP establishes food aid policies and program strategy; prepares Africa-specific guidance; and negotiates, tracks, monitors, and maintains the Bureau food aid budget.

(4) The **OE Budget and Financial Management Division (AFR/DP/OEFM)** manages the OE budget allocation and tracking system and prepares OE budget allowances. AFR/DP/OEFM participates in budget responses and reclaims on OE for the Bureau for Management and OMB. It also provides financial management services and counsel and participates on design and evaluation assessment teams to provide financial management expertise. The Division

serves as the Bureau's audit and investigation liaison; oversees participation, response, and implementation of audit recommendations; and manages the internal control assessment process and the audit management and resolution program.

f. The **Office of Sustainable Development (AFR/SD)** is responsible for providing intellectual leadership on African development issues through analysis, program design, technical assistance, advocacy and information dissemination in the areas of economics, productive sector development, information technology, social sciences, democracy/governance, natural resources management and environment, agriculture, population, AIDS, health, education, and crisis mitigation and recovery. The Office manages a set of strategic objectives designed to help guide overseas operating units in making decisions about program design and implementation; supports, encourages and strengthens the performance of African regional institutions and other international organizations in areas of common interest; and leads the Bureau's strategic thinking in technical areas and provides technical expertise to Bureau teams led by other offices. AFR/SD provides the intellectual leadership within the Bureau for analysis and evaluations that measure progress toward achieving Agency goals and objectives. AFR/SE also advises AFR/DP on the budget process for allocating resources related to sustainable development for various operating units and programs within the Bureau. There are four divisions within this Office.

(1) The **Strategic Analysis Division (AFR/SD/SA)** manages a portfolio of policy analysis, capacity building, and private sector support activities, helping African countries formulate and implement economic reforms needed to accelerate growth and reduce poverty. This Division supports networks of policy analysts, policy makers, and business people, and interactions among such networks, in order to liberalize key markets. AFR/SD/SA applies the Internet and related technologies to promote accelerated, sustainable, and equitable growth.

(2) The **Agriculture, Natural Resources, and Rural Enterprise Division (AFR/SD/ANRE)** researches, develops, pilots and/or disseminates new, more effective approaches that USAID Missions, African organizations, and other donors can use to increase their impact in the agriculture, environment, and rural enterprise sectors. AFR/SD/ANRE encourages and supports regional African networks and institutions to expand agricultural trade and investment, increase food security, and improve environmental and natural resources management.

(3) The areas of responsibility of the **Human Resources Development Division (AFR/SD/HRDD)** are child survival, HIV/AIDS, family planning, tropical and infectious diseases, nutrition, and basic and adult education. This Division designs and manages regional initiatives to address African needs and priorities that complement and support bilateral and other regional programs. The Division also conducts policy dialogue with key African institutions and other donors, and works to influence their resource allocation decisions.

(4) The **Crisis, Mitigation and Recovery Division (AFR/SD/CMR)** provides assistance in the areas of prevention, preparedness, mitigation, response, and transition in pre-, continuing and post-crisis situations in Africa. In doing so, it identifies and monitors actual and potential crisis situations including their expected and actual impact, and increases the awareness and flow of information within individual operating units, the Bureau in Washington, and the Agency about the implications of crises in Africa.

101.3.1.14 Bureau for Asia and the Near East (ANE)

a. The **Office of the Assistant Administrator (AA/ANE)** directs and supervises activities of the Bureau and its overseas organizations. AA/ANE directs the formulation of U.S. development assistance programs; approves programs and projects; and authorizes the execution of development assistance agreements with Asian and Near East countries and regional organizations. AA/ANE submits an annual budget; assists in presenting the Bureau's program and budget to Congress; and ensures the integration, within the region, of Public Law 480 food aid resources with USAID-financed resources. The Office approves and directs the allocation of available resources among ANE Offices and overseas Missions. AA/ANE oversees the implementation of programs and projects; monitors performance under loan and grant agreements, contracts, and other operating agreements; and takes or recommends required remedial action. The AA serves as the USAID representative on joint commissions, subcommittees, and working groups.

b. The **Administrative Management Staff (ANE/AMS)** provides advice and counsel on matters pertaining to personnel and administrative management. ANE/AMS ensures compliance with policies and procedures and serves as employee advocate in the areas of upward mobility, diversity in the workforce and employee relations/benefits; and ensures Bureau compliance in the areas of ethics, financial disclosure, privacy act, etc. ANE/AMS manages Bureau OE and FTEs and coordinates with other administrative elements on matters of mutual concern.

c. The **Office of Strategic Planning, Ops and Tech Support (ANE/SPOTS)** is responsible for developing and monitoring the implementation of the overall ANE Bureau Strategy. ANE/SPOTS leads the preparation of the Bureau Budget Submission and the Congressional Presentation; plans, manages, and controls the Bureau budget allocation system for Development Assistance (DA), Economic Support Fund (ESF), and Title II food accounts; and supervises analytical and technical inputs and review of ANE programs. The Office identifies, develops, and manages activities for regional and non-presence programs and provides donor coordination and external relations with the general public, constituency groups, Congress and other U.S. Government entities when issues are not country specific or relate to technical subjects. ANE/SPOTS is composed of two operations teams each having two sub-teams.

(1) The **Strategic Planning and Technical Support Team (ANE/SPOTS/SPTS)** comprises two sub-teams. The Technical Team develops

the policy guidance for the region; adapts Agency policies as they relate to specific ANE programs; and advises missions in the preparation of country strategies and associated monitoring/implementation arrangements in the R4s. The Strategic Planning Team serves as the ANE Bureau's principal point of contact and coordinates all substantive technical aspects of programs in sectors of assigned specialization. The Team maintains close liaison with other USAID Bureaus for the provision of technical services to missions. It provides technical input for country strategies, impact evaluation and implementation activities. The Team supports missions to formulate indicators and methodologies to measure program performance; advises ANE/AMS on skill requirements and personnel qualifications for all ANE Bureau technical and economic positions, assignments and recruitment; and leads the Bureau's efforts to establish more efficient ways to deliver assistance to ANE countries.

(2) The **Program Management and Financial Analysis Team (ANE/SPOTS/PMFA)** is composed of two sub-teams. The Program Management Team, in coordination with geographic offices, identifies and implements ANE regional programs that address humanitarian issues. In cooperation with the Office of Foreign Disaster Assistance and other geographic offices, the team coordinates disaster assistance programs that affect more than one country or sub-region. As required by special consideration, this team identifies and implements activities in countries where there is no USAID resident mission; and provides procurement planning for the Bureau's Washington-based program funds. The Financial Analysis Team consolidates multi-country data with Agency and legislative requests to prepare the overall ANE Bureau budget submission; coordinates the planning, execution, management, and tracking to the ANE Bureau's program budget and Regional Development and Support (RD&S) budget; prepares reclaims for the Bureau for Management, Office of Budget (M/B) and the Office of Management and Budget (OMB); and manages the Congressional Notification (CN) preparation and submission process. This Team is also responsible for providing technical guidance and assistance on budget related matters to missions and Bureau offices; monitoring and tracking compliance with congressional interests; and coordinating maintenance of activity codes and special interests systems. The Team coordinates preparation for the congressional hearings, briefings, and Q&As and prepares responses to legislative requirements; tracks and prepares reports on the status of legislation and Congressional views; and organizes/participates in briefings for Hill staff.

d. The **Office of the Secretariat for the US-Asia Environmental Partnership (ANE/US-AEP)** is a ten year initiative that represents a coalition of 25 U.S. Government agencies, the governments of more than 30 Asian nations and territories, as well as the U.S. and Asian business and environmental communities. The mission of the US-AEP is for businesses, governments, and communities to work together to address the serious environmental and efficient energy problems facing Asia. The ANE/US-AEP program will initially focus on Fellowships and Training, Technology Cooperation, and Environmental and Energy Infrastructure. It will also manage the input and

collaboration between ANE/US-AEP efforts and USAID's central- and mission-funded projects and activities in areas that support the ANE/US-AEP.

e. The two **Geographic Offices** provide liaison and backstopping functions for ANE field Missions. The Geographic Offices coordinate and participate in the review, approval, implementation, and assessment of proposed assistance from the standpoint of suitability to the country/area development situation and assistance strategy and compatibility with Agency and Bureau policy. The Offices also coordinate the review and follow-up of country program strategy plans (CPSP), Results Review and Resource Request documents (R4), Congressional Presentations (CP), Congressional Notifications (CNs/TNs), and any other field documentation that is presented for Washington review. The Offices serve as USAID/Washington points of contact with USAID's external audiences and respond to stakeholder inquiries and needs for information. With respect to bilateral programs, they coordinate USAID participation in multilateral and other donor meetings, particularly the annual Consultative Group meetings.

(1) The **Office of East and South Asian Affairs (ANE/ESA)** supports the bilateral and regional activities in the presence countries of Bangladesh, India, Nepal, and Sri Lanka in South Asia and Cambodia, Indonesia, Mongolia, and Philippines in East Asia. In addition, the Desks are the key link for bilateral and regional activities in the non-presence countries of Afghanistan and Pakistan in South Asia and Burma, China, East Timor, Laos, North Korea, South Pacific Island, Thailand, and Vietnam. The Office acts as the interface for other bilateral and multilateral donor programs in all of the above countries.

*(2) The **Office of Middle East Affairs (ANE/MEA)** provides effective headquarters support to USAID activities/programs in the Middle East Region. Within this region, Egypt, Jordan, Morocco, and the West Bank/Gaza Strip are USAID presence posts with a combination OFDA and ESF-funded programs. Israel and Lebanon are non-presence posts in which USAID continues to monitor Economic Support Funds (ESF) activities. This Office also monitors residual activities in Algeria, Oman, Tunisia, and Yemen. In addition to bilateral program activities, the ANE/MEA participates in the implementation of other U.S. government initiatives, for example, the Peace Process, which transcends national boundaries and seeks to achieve results that benefit the region as a whole.

101.3.1.15 Bureau for Latin America and the Caribbean (LAC)

a. The **Office of the Assistant Administrator (AA/LAC)** directs and supervises the activities of the Bureau and its overseas organizations. AA/LAC formulates, approves, and authorizes U.S. development assistance programs and projects; presents the LAC Bureau's program and budget to Congress; approves and directs the allocation of resources among LAC Offices and Missions; and implements LAC

programs and projects. AA/LAC also promotes diversity and increased opportunities for Bureau staff.

The Office of the Assistant Administrator includes the AA, two Deputy Assistant Administrators (DAAs), and three Administrative Officers. The DAAs serve as alter egos to the AA on matters affecting Bureau operations.

(1) The first SFS DAA manages the following offices/functions: Central and South America (LAC/CEN and LAC/SAM); the Administrative Management Team (AA/LAC); and the Broad-based Economic Growth and Environment functions of the Office of Regional Sustainable Development (LAC/RSD).

(2) The second SFS DAA manages the following offices/functions: the Caribbean (LAC/CAR, the Haiti Task Force and the Caribbean); the project/strategic functions of the Office of Strategy and Portfolio Management (LAC/SPM); the budget, donor coordination and strategic planning functions of the Office of Development Planning and Budget (LAC/DPB); and the Democracy/Governance, Population/Health/Nutrition and Education functions of the Office of Regional Sustainable Development (LAC/RSD).

(3) The administrative officers form the administrative management team of the Bureau, which provides advice regarding Bureau structure, administrative processes, management actions, and resources. The team represents the Bureau in management activities such as personnel assignments, organization management, and administrative support. The team develops administrative policies and procedures and implements personnel decisions.

*b. The **Strategy and Program Office (LAC/SPO)** provides leadership, guidance, and advice to the Bureau on overall development planning, program and budget requirements, policy formulation, broad management implications, and implementation strategies. The Office also provides leadership and assistance to missions in developing strategies, activity evaluations, and performance management systems, as well as in analyzing country, regional, sector, and activity-level impact of proposed strategies and development assistance activities.

The Office develops and manages the Bureau's program and operating expense budget allocation process; provides advice on economic trends, policy concerns, and program effectiveness issues; ensures consistency of economic assistance programs with Agency and Bureau policies, strategies, and priorities; and serves as the focal point of all Bureau outreach activities. LAC/SPO is also responsible for management oversight of the design, review, approval, implementation, and central administration of all LAC bilateral and regional activities, as well as guarantees and Title III programs authorized by the Bureau.

*c. The **Office of Regional Sustainable Development (LAC/RSD)** provides technical leadership and liaison, regional expertise, sectoral strategies, and advice in

the areas of democracy and participation; broad-based economic growth; the environment; population and health; and human resources and education. The Office designs, implements, and evaluates regional projects and is organized into five teams.

- (1) The Environment Team supports technical areas related to environmental protection; conservation of tropical forests; urban and industrial pollution; energy; pest and pesticide management; global climate change; and coastal resource management. The team implements Regulation 16, an environmental regulatory function; and collaborates closely with staff responsible for the broad-based economic growth area in pest management and use and environmental regulatory policy related to hemispheric free trade objectives to ensure that production, growth, and income objectives are efficiently pursued.
- (2) The Broad-Based Economic Growth Team supports broad-based economic growth issues including sectoral policy; micro-enterprise and small business; trade, exports and markets; financial markets and privatization; legal and regulatory reform; agriculture and rural development; natural resource management; forestry; and food security. The team coordinates the technical aspects of food aid programs with BHR; shares responsibility for natural resource management and forestry with the environment team; and collaborates closely on habitat preservation, biological diversity, environmental protection, and pollution control and abatement.
- (3) The Democracy and Participation Team supports rule of law and human rights; civil-military relations; participation and decentralization; governance and accountability; and political processes such as elections support.
- (4) The Education and Human Resources Team supports basic education, female education, and training and provides advice and support for training functions.
- (5) The Population, Health, and Nutrition Team supports issues related to family planning; child survival; women's health; HIV/AIDS; and sustainability of program impacts.

*d. The **Geographic Offices** coordinate country-related matters, including policy and strategy; project, non-project, and food aid development, analysis, monitoring, implementation, and review; personnel and budgeting; external relations and information; and donor coordination. The geographic offices manage USAID/W participation in the development process; conduct analyses and review activities for program impact and country performance; and coordinate with other donors. The Offices provide coordination and backstopping support for Missions and also coordinate support for country strategic plan development and manage the review and approval process. There are three Geographic Offices for LAC.

- (1) The Office of South American and Mexican Affairs (LAC/SAM) supports

programs in Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Mexico, Paraguay, Peru, Uruguay, and Venezuela.

(2) The Office of Caribbean Affairs (LAC/CAR) supports programs in Barbados, Belize, Dominican Republic, Guyana, Haiti, and Jamaica.

(3) The Office of Central American Affairs (LAC/CEN) supports programs in Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama, and Central American Regional Programs.

101.3.1.16 Bureau for Europe and Eurasia (E&E)

a. The **Office of the Assistant Administrator (AA/E&E)** directs and supervises the activities of the Bureau and its overseas organizations. AA/E&E formulates, approves, and implements economic assistance programs and projects; allocates resources among E&E offices; and presents the Bureau's program and budget to Congress and other interested officials. AA/E&E also provides policy control over the Housing Investment Guaranty Programs administered within the region.

Two Deputy Assistant Administrators (DAAs) oversee the work of the E&E Bureau. The DAA for Project Administration manages the five sector implementation offices: Economic Restructuring and Privatization, Enterprise Development, Human Resources, Energy Infrastructure and Environment, and Democracy and Governance. The DAA for Operations and Field Support manages the Offices of Europe and NIS Country Affairs (the desks), the Program Office, the Project Development Office, the Office of the Controller, and the Office of Management. The DAA is responsible for oversight of field activities and ensures that the field is adequately represented.

b. The **Office of Operations and Management (E&E/OM)** develops, maintains, and supports the Bureau and field Missions in developing procedures, policies, financial, information, and administrative systems that further streamline overall program operations and enhance effective implementation of USAID programs in field missions and in Washington. The Office is composed of two subordinate divisions: the Operations Division (E&E/OM/OD) and the Financial and Information Services Division (E&E/OM/FIS) as well as the Administrative Management Services Team.

(1) The **Administrative Management Services Team** ensures that all management and administrative support services for the E&E Bureau are expeditiously put in place and solidly maintained. The Team provides continuous advice and assistance to the AA/E&E and senior Bureau management in support of Washington and overseas administrative/ management support activities. Working closely with the Bureau for Management, the AMS Team manages the human resource assignment and development process; Bureau organizational structure and workforce planning process; logistical support requirements of the Washington office facility and overseas missions; and compliance with government-wide and Agency-wide reporting requirements.

(2) The **Operations Division (E&E/OM/OD)** is responsible for broad implementation support for USAID activities, specifically achieving results of strategic objectives through establishment of teams and other reengineering-related aspects of management; assistance with designing activities linked to achievement of intermediate results in the results framework; developing Bureau policy guidance and assisting operating units with graduation planning, program close-out plans, and post-presence approval; developing and disseminating "best practices" of the new reengineered operation systems as they apply to activities; coordination with State Department Coordinators in planning, drafting, processing, and tracking Inter-Agency Transfers (IAAs); and implementing important Agency procurement-related initiatives, e.g., small business, Historically Black Colleges and Universities (HBCUs), and disability programs.

(3) The **Financial and Information Services Division (E&E/OM/FIS)** is responsible for a wide range of operational and administrative support functions in the area of finance and information management, including the function of the Bureau Controller. Specific activities of the Division include development and maintenance of critical Bureau financial and information management systems; and maintenance of regularly scheduled distribution of a range of reports required by Agency, Bureau, and field staff, including quarterly financial pipeline reports, NIS and SEED reports, and monthly New Management Systems (NMS) procurement status reports. E&E/OM/FIS is responsible for web site development and training for operating units; management of Bureau Operating Expenses; and audit management for the Bureau, including GAO and OIG. The Division also develops and maintains Bureau information databases; tracks vouchers for Bureau-managed activities; manages Bureau deobligations; and coordinates assistance in implementation of NMS. The Chief of this Division also serves as the Bureau's Controller.

c. The **Office of Program Coordination and Strategy (E&E/PCS)** ensures that assistance programs reflect needs of the countries and the region. The Office responds to Congressional concerns and directives and ensures that programs reflect foreign policy priorities and USAID policies. E&E/PCS also develops systems and guidance to facilitate the necessary integration of the above considerations into program strategies and budgets and provides donor coordination for the regions of Central and Eastern Europe (CEE) and the New Independent States (NIS) of the former Soviet Union. There are three Divisions within this Office.

(1) The **Central and Eastern Europe Policy, Strategy, and Program Assessment Division (E&E/PCS/CPA)** provides advice and guidance in developing country strategic plans, formulating program budgets, donor coordination, and OMB and Congressional Presentations. The Division analyzes economic issues and trends concerning macroeconomic and financial sector activities and provides input to the formulation of Agency policy guidance with respect to economic analysis and issues. E&E/PCS/CPA conceptualizes

graduation criteria and recommends time frame based on current program objectives and also serves as Bureau central coordinator for other donor issues.

(2) The **New Independent States Policy, Strategy and Program Assessment Division (E&E/PCS/NPSA)** provides advice and guidance in developing country strategic plans, formulating program budgets, donor coordination, and OMB and Congressional Presentations. E&E/PCS/NPSA analyzes economic issues and trends concerning macroeconomic and financial sector activities; and provides input in the formulation of Agency policy with respect to economic analysis and issues. The Division conceptualizes graduation criteria and recommends time frame based on current program objectives and also serves as Bureau central coordinator for other donor issues.

(3) The **Budget Division (E&E/PCS/B)** directs the Bureau budget processes and establishes program and budget priorities. The Division ensures that staffing and operating expense requirements are integrated into program proposals; prepares budget proposals and reclama; and explains program and budget to public entities. E&E/PCS/B develops and manages the Bureau budget allocation process and also ensures an adequate allocation of funds for the needs of USAID/W and the field.

d. The **Office of New Independent States Country Affairs (E&E/NCA)** prepares program documentation, develops regional program goals and strategies, coordinates preparation of briefing materials, tracks the status of obligations, participates in sector analyses, and operates desks for NIS countries. Country desks provide liaison and backstopping functions. Desk responsibilities include: coordination and participation in the review, approval, implementation and assessment of proposed assistance from the standpoints of suitability, assistance strategy, and compatibility with Agency and Bureau policy; providing country-specific guidance on development, implementation and monitoring of country/regional strategies and action plans; providing guidance on the implementation of sector activities based on strategies and action plans; and monitoring support to the field in developing and pursuing strategies and action plans. The office is composed of four country desks.

(1) Russia Desk (E&E/NCA/R)

(2) Central Asian Republics Desk (E&E/NCA/CAR): Supports Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, and Uzbekistan.

(3) West NIS Desk (E&E/NCA/WN): Supports Ukraine, Belarus, and Moldova.

(4) Caucasus Desk (E&E/NCA/C): Supports Armenia, Azerbaijan, and Georgia.

e. The **Office of European Country Affairs (E&E/ECA)** serves as the focal point for coordination activities in Eastern and Central Europe. The Office is composed of

two divisions containing the country desks. The divisions have responsibility for liaison and backstopping functions. The desks assist USAID Representatives in developing program strategies and project activities, and facilitate the country strategy review and approval process for proposed assistance from the standpoints of suitability, assistance strategy, and compatibility with Agency and Bureau policy. The desks also maintain information on the USAID programs in Eastern and Central Europe. Desk officers for Slovenia, Croatia, Serbia, and Bosnia perform the same duties, but report directly to the E&E/ECA director.

(1) The **Northern Tier Division (E&E/ECA/NT)** supports Poland, Czech Republic, Slovakia, Hungary, Ireland, Lithuania, Latvia, and Estonia.

(2) The **Southern Tier Division (E&E/ECA/ST)** supports Bulgaria, Romania, Albania, Macedonia, Turkey, and Cyprus.

f. The **Office of Market Transition (E&E/MT)** supports the core Bureau objective of creating functioning market economies in the former socialist states of Eastern Europe and Eurasia. Specifically, the Office focuses on economic restructuring (privatization/corporate governance, legal and regulatory reform, fiscal reform, accounting reform, capital markets, banking), anti-corruption, and pension reform; private sector investment and development, including the agribusiness sector; and improving international, especially regional, trade on the policy and enterprise levels. The Office develops and manages technical assistance and credit programs in the above areas and also is responsible for providing technical guidance in the formulation and preparation of country assistance programs and sector assessments and designs. The Office manages both bilateral and regional funds, involving approximately 350 procurement actions per annum with an annual OYB of approximately \$1.5 billion.

The Office is composed of five divisions, each of which, based on identification of issues and problems, designs and develops programs and projects and implements and evaluates activities that support the Bureau's objectives.

(1) The **Investment and Credit Division (E&E/MT/IC)** develops and monitors Enterprise Funds and other financing and investment mechanisms to spur the growth of private enterprise with a focus on privatization, accounting reform, corporate governance, and financial sector reform.

(2) The **Small Business and Agriculture Division (E&E/MT/SBA)** supports the development and growth of micro and small to medium private enterprises through a range of programs focused on policy, legal, and regulatory reform; technical assistance to enterprises and associations; credit and equity investment; and local, regional, and international trade linkages. The Division also promotes agricultural development in the areas of agribusiness marketing, trade and investment, policy reform, agricultural credit and investment, land tenure, and farm privatization.

(3) The **Financial Sector and Privatization Division (E&E/MT/FSP)** develops sound banking systems and capital markets by promoting the development of sustainable banking infrastructure, establishment of prudent supervision practices, establishment of capital markets infrastructure, and developing sound, market-based financial systems essential for sustained growth in market economies. Regarding privatization, efforts focus on the continued transfer of state-owned assets to private hands, as well as second-generation issues such as corporate governance.

(4) The **Institutional and Legal Environment Division (E&E/MT/ILE)** provides advice and assistance in a variety of areas necessary to create an environment conducive to private sector development, investment, and growth. Specifically, assistance includes private sector-oriented legal reforms (e.g., business law, competition policy, and bankruptcy law), fiscal reform (e.g., tax policy and administration, intergovernmental finance, treasury functions, budget preparation and execution, and customs policy), accounting reform, pension reform, and anti-corruption.

(5) The **Program Operations Division (E&E/MT/PO)** supports the Office's four technical divisions and manages multi-year budgeting and procurement support for all Bureau countries undertaking market transition programs. The Division develops and assists in the preparation and review of activity designs and provides procurement and implementation support to E&E/MT with regard to budget, financial management, contract support, and administration. The Division serves as the primary liaison point between E&E/MT technical divisions and the Bureau's budget office (E&E/PCS) and procurement office (M/OP/E&E).

g. The **Office of Democracy and Governance (E&E/DG)** provides region-wide strategy and policy formulation; project and program design, development, implementation, monitoring, evaluation, and management of activities; and conceptualization and management of E&E post-presence "legacy" activities and conflict prevention and post-conflict reconciliation issues. There are two divisions within E&E/DG.

(1) The **Civil Society/Media Division (E&E/DG/CSM)** provides Bureau and mission technical leadership for non-governmental organizations (NGO) strengthening, political process development, and strengthening of independent print and broadcast media. Within the NGO area, DG/CSM directly manages two regional activities: strengthening the E&E country-specific and regional E&E legislative environment as it impacts local NGOs; and enhancing regional communication, cooperation, and networking among NGOs. Within the print and broadcast area, serves as key E&E liaison with the State Department and other international actors on sensitive media policy, strategy, and specific assistance packages. Likewise, in political process and election-related issues, DG/CSM is the Bureau key interlocutor with evolving Department of State policy, strategy and assistance packages.

(2) The **Rule of Law Division (E&E/DG/ROL)** provides Bureau and mission technical leadership for legal reform activities, including those designed to improve the independence of the judiciary, protect human rights, eliminate corruption, reform criminal justice systems, improve parliaments and support post-war reconstruction/peace accord implementation (e.g., Bosnia, Serbia-Kosovo, and other evolving ethnic and war-conflict areas.) With regard to corruption, DG/ROL provides technical leadership encompassing approaches to corruption that include involvement of civil society, reform/development of administrative law and procedures, more transparent regulation, and law enforcement.

(3) The **Local Governance and Urban Development Division (E&E/DG/LGUD)** provides Bureau and mission technical leadership for local government reform including municipal governance, municipal finance, urban infrastructure, housing policy, and municipal utility reform. DG/LGUD serves as coordinator for urban affairs including activities related to privatization, financial intermediation, decentralization, and environment.

h. The **Office of Environment, Energy and Social Transition (E&E/EEST)** manages activities and provides technical advice and support to field Missions in the areas of environmental protection, natural resource management, energy systems and policies, health reform, humanitarian assistance, human capacity development, labor, and other social sectors. It comprises three divisions.

(1) The **Environment and Natural Resources Division (E&E/EEST/ENR)** develops, implements, manages, and monitors programs and projects in environmental policy analysis and reforms; planning, management and investment; pollution prevention; conservation and biodiversity; and public participation in environmental decision-making. The Division provides environmental oversight in E&E programs and ensures compliance with U.S. Government environmental regulations and procedures.

(2) The **Energy and Infrastructure Division (E&E/EEST/EI)** develops, implements, manages, and monitors programs and projects in energy policy and pricing reform; sector restructuring; regulatory reform; energy efficiency and related environmental control systems; nuclear safety; energy production and delivery systems; private sector and NGO energy development; and utilities infrastructure and telecommunications.

(3) The **Health Reform and Humanitarian Assistance Division (E&E/EEST/HRHA)** develops, implements, monitors, evaluates, and disseminates information on programs designed to support and facilitate health reforms related to health care financing and community-based service delivery, family planning and women's health services, vaccine/pharmaceutical security and emerging/reemerging infectious diseases at the field level. In addition,

E&E/EEST/HRHA delivers appropriate humanitarian assistance and strengthens organizational capabilities to anticipate, prevent and manage future crises, including bridging activities to move from emergency humanitarian assistance to longer term impact programs (e.g., self-help initiatives).

101.3.1.17 Bureau for Humanitarian Response (BHR)

The **Bureau for Humanitarian Response (BHR)** coordinates USAID's role and administers programs with respect to U.S. agricultural commodities (Food for Peace and food aid); non-governmental voluntary organizations and institutions; international disaster assistance; American Schools and Hospitals Abroad; and crises and transitions with special focus on political change.

a. The **Assistant Administrator for BHR (AA/BHR)** directs and supervises Bureau activities and provides policy and technical guidance and direction for activities within BHR's area of responsibility. The AA chairs the Food Aid Consultative Group and serves as a member of the Food Assistance Policy Council.

b. The **Office of Program, Policy and Management (BHR/PPM)** is composed of four teams.

(1) The Director's Team provides advice, guidance, and operational support to all Bureau senior managers on effective and efficient use of program, OE, and workforce resources; performance management; policy interpretation and compliance; program planning; administration; and evaluation. The team reviews internal operations to propose improvement; represents the Bureau program and budget to the Agency and to Congress; and serves as primary liaison with the OIG and GAO.

(2) The Acquisition, Finance and Budget Team allocates Bureau's program and OE resources; develops the annual budget; maintains budgets for programs, travel and supplies; and reviews requests for small purchases. The Team also reviews and coordinates responses to OIG audits; reconciles and certifies bills received for purchases made through the Agency credit card system, manages the Bureau's financial assets, and provides financial planning and allotment of administrative funds.

(3) The Management and Administration Team serves as the focal point for coordinating all administrative matters for the Bureau's direct-hire and non-direct-hire staff including, but not necessarily limited to, personnel, security, Equal Employment Opportunity (EEO) programs, awards, training, leave programs, special employment programs (Presidential Management Interns (PMIs), interns, summer hires, etc.), procurement certification, ethics, emergency evacuation plans, Office of Workers' Compensation Program (OWCP) claims, and information

management. The Team also provides administrative support functions to the Bureau including coordinating logistical changes, phone and TED (electrical) changes, directory changes, requisitions for services, purchases for supplies, phone cards, cell phones, beepers, equipment repair and /or replacement and establishing a duty officer roster. The Team serves as liaison between all BHR offices and agency service offices for required services to ensure services requested are rendered; follow up is made for services requested but not immediately delivered; duplication of effort is eliminated; coordination between Bureau offices; and control to assure propriety of requests made and that due dates are met.

(4) The Program Planning, Support and Evaluation Team formulates Bureau program policies, objectives and guidelines; reviews assistance programs and projects; establishes policies and procedures for results monitoring and evaluation of program and project activities; and develops proposed Agency and USG policies, objectives, guidelines, and regulations relating to U.S. foreign disaster assistance, food aid, transition initiatives, private voluntary cooperation, and the American Schools and Hospitals Abroad (ASHA) programs. The Team also provides technical and operational “backstopping” for the Offices of Foreign Disaster Assistance, Food for Peace, Transition Initiatives and ASHA.

c. The **Office of U.S. Foreign Disaster Assistance (BHR/OFDA)** coordinates and ensures that the needs of disaster victims are met by providing all forms of relief and rehabilitation. BHR/OFDA provides technical support to the Administrator, who serves as the President's Special Coordinator for International Disaster Assistance. The Office formulates U.S. foreign disaster assistance policy in coordination with other national and international foreign affairs agencies, DOD, UN agencies, international organizations, private voluntary organizations, and the private sector. BHR/OFDA funds and procures relief supplies and administrative support for short and long term disaster situations and provides humanitarian relief, rehabilitation, and reconstruction assistance to foreign disaster victims. There are three Divisions within BHR/OFDA.

(1) The **Disaster Response and Mitigation Division (BHR/OFDA/DRM)** coordinates with USAID offices and other organizations for the provision of relief supplies and humanitarian assistance. BHR/OFDA/DRM plans for the level of response needed to an emergency; and implements and manages U.S. Government disaster relief and rehabilitation programs worldwide. The Division devises, coordinates and implements program strategies for the application of science and technology to prevention, mitigation and national and international preparedness for a variety of natural and man-made disaster situations. BHR/OFDA/DRM evaluates the impact of previous disaster response initiatives/programs and ensures the integration of this

information into future planning and response activities. The Division coordinates with other USAID geographic Bureau's donor organizations, United Nations agencies, non-governmental organizations, and private voluntary organizations.

(2) The **Operations Division (BHR/OFDA/OPS)** develops and manages logistical, operational and technical support for disaster responses. The Division identifies sources for procurement of relief supplies and manages the stockpiling and transportation of the relief supplies. BHR/OFDA/OPS maintains readiness to respond to emergencies through several mechanisms including managing several Search and Rescue (SAR) Teams, maintaining the operational status of the Ground Operations Team (GO Team), and developing and maintaining the office's capability to field Disaster Assistance Response Teams (DART) and Washington Response Teams (WRT). BHR/OFDA/OPS develops and maintains BHR/OFDA's relationship with the Department of Defense, the Federal Emergency Management Agency, and the Department of State and Department of Energy.

(3) The **Program Support Division (BHR/OFDA/PS)** provides programmatic and administrative support, including budget/financial services, procurement planning, contract/grant administration, general administrative support, and communication support for both BHR/OFDA Washington, DC and its field offices. BHR/OFDA/PS supports the OFDA mission by providing centralized control of funds, resources, and procurement to facilitate time sensitive delivery of relief assistance. The Division also maintains and develops administrative and programmatic policy as it relates to BHR/ODA programs.

d. The **Office of Food for Peace (BHR/FFP)** provides leadership, coordination, and operational support for food activities. BHR/FFP develops U.S. Government policy, formal positions, and funding levels for biennial pledges to the World Food Program (WFP). BHR/FFP also directs operations related to U.S. food aid and contributions to WFP. There are three divisions within BHR/FFP.

(1) The **Emergency Relief Division (BHR/FFP/ER)** and the **Developmental Programs Division (BHR/FFP/DP)** perform uniform functions with different orientations: ER division provides assistance for emergencies, while DP division is involved with the developmental objectives of Title II and Title III projects. The Divisions implement policies and legislation governing the donation of U.S. agricultural commodities under Titles II and III of P.L. 480 and coordinate with the U.S. Department of Agriculture (USDA) regarding allocation of resources under Section 416(b) of the Agricultural Act of 1949, as amended. The Divisions administer food aid assistance for emergencies that involve the essentials

of the process for regular Title II projects, but are accelerated to meet emergency needs.

(2) The **Program Operations Division (BHR/FFP/POD)** prepares the Agency's consolidated P.L. 480 Title II and III budget request and acts as the focal point within BHR for recommending policy regarding availability of commodities and funding for the Title II and III donation programs. The Division provides technical services and serves as liaison regarding food aid program commodities, including issues related to packaging, processing, transportation, fortification, and the eligibility of commodities for U.S. financing.

e. The **Office of Private and Voluntary Cooperation (BHR/PVC)** formulates policy on matters concerning the Agency's relationships with U.S. Private Voluntary Organizations (PVOs) and Cooperative Development Organizations (CDOs), the geographic Bureaus with respect to policy implementation, and Agency organizational units regarding general voluntary assistance. The Office promotes and leads the Agency's relationship with U.S. PVOs and CDOs and provides leadership, direction, management, and coordination of PVO and CDO activities such as child survival, education programs under the Biden-Pell Amendment, the Farmer to Farmer Program, and the Advisory Committee on Voluntary Foreign Aid. There are two divisions in this Office.

(1) The **Information and Program Support Division (BHR/PVC/IPS)** serves as the information center on PVO activities, providing analytical information to improve the design and impact of the Agency's PVO program. The Division promotes and facilitates the exchange of information to improve efficiency of programming approaches that provide for adequate accountability.

(2) The **Matching Grant Division (BHR/PVC/MGD)** performs project management responsibilities for the centrally-funded PVO programs, beginning with project conception through evaluation and redesign phases, and working in concert with BHR/PPE on the development of project documentation. The Division monitors grantee activities to ensure achievement of grant purposes and conformity to the terms and conditions of grant agreements.

f. The **Office of American Schools and Hospitals Abroad (BHR/ASHA)** develops criteria establishing eligibility requirements and evaluates requests for assistance, ranging from budget deficit support to capital improvements, including the construction of medical and teaching facilities. BHR/ASHA monitors grants to ensure that purposes are achieved and that grant terms and conditions comply with Agency requirements.

g. The **Office of Transition Initiatives (BHR/OTI)** evaluates prospects for crisis and transition, with special emphasis on change in countries undergoing political, natural, or man-made upheaval. The Office provides for the rapid start-up of programs to assist in demobilization and reintegration of dislocated populations; political institution building; advising of services available from both U.S. and international organizations; and developing plans and support for reconstruction activities.

***101.3.2 Overseas Organizations**

USAID manages a wide variety of U.S. foreign economic and humanitarian assistance programs in the developing world, Central and Eastern Europe, and the new independent states of the former Soviet Union.

***101.3.2.1 USAID Bilateral Country Missions**

*USAID bilateral country missions are established when the U.S. assistance program is continuing, ranging from minor programs with a single focus to major programs with multiple types of assistance within several sectors. Missions are categorized as small, medium, full, and full support depending on the scope and complexity of their programs, and their program and staff levels. Responsibility for establishing and achieving strategic objectives lies with the organization. Essential services such as program development, problem analysis, project design, program/budget documentation, implementation monitoring, financial management, and administrative/logistical support are provided internally at full and full support missions and most medium missions. Small missions receive support as needed from full support missions or Regional Service Centers.

***101.3.2.2 USAID Centers for Multi-Country Programs and Support**

*USAID centers for multi-country programs administer USAID activities and provide support involving multiple countries. Examples include:

- a. Regional Economic Development Services Offices (REDSOs),
- b. Regional Urban Development Offices (RUDOs), and
- c. Regional Service Centers (RSCs).

***101.3.2.3 USAID Bureau for Humanitarian Response Presence**

*The Bureau for Humanitarian Response (BHR) represents the Agency at the World Food Programs office in Italy and maintains programs both with and without USDH presence throughout the world where humanitarian assistance is needed. As of 09/30/2000, BHR was represented in 20 countries.

***101.3.2.4 USAID Representation Offices**

*USAID Representation offices are maintained by the Bureau for Policy and Program Coordination (PPC) in four international organizations:

- a. Office of AID Coordination/Geneva
- b. Development Assistance Committee/Paris
- c. Office of Development Cooperation/Tokyo
- d. European Commission Coordination/Belgium

***101.3.2.5 Field Offices of the Inspector General**

The field offices of the Office of the Inspector General carry out a comprehensive program of audits and investigations. These Offices include:

- a. Regional Inspector General for Audit offices, and
- b. Investigative Field Offices.

101.3.3 Overall Operational Approaches For USAID

To meet the challenges of the post-Cold War world, USAID employs certain operational methods: support for sustainable and participatory development; an emphasis on partnerships; the use of integrated approaches to promoting development; and performance results orientation.

***101.3.4 Country Focus**

*USAID programs are administered in three types of countries (**See Mandatory Reference [ADS 201.3.4.3](#), [201.3.3.3](#), and [201.3.3.2](#)**):

- a. Countries where USAID provides an integrated package of assistance--sustainable development countries. Assistance is based on an integrated strategy that includes clearly defined program objectives and performance targets.
- b. Countries where USAID presence is limited, but where aid to non-governmental sectors is necessary to facilitate the emergence of a civic society, help alleviate repression, meet basic humanitarian needs, enhance food security, or influence a problem with regional or global implications.

- * c. Countries that have recently experienced a national crisis, a significant political transition, or a natural disaster and/or where timely assistance is needed to reinforce institutions and national order.

***101.3.5 Agency Strategies**

*USAID supports programs in six areas that are fundamental to sustainable development: population and health, economic growth, environment, democracy and governance, education, and emergency humanitarian assistance and disaster relief.

101.3.5.1 Population and Health

USAID contributes to a global effort to stabilize world population growth and support women's reproductive rights. USAID resources are directed to voluntary family planning systems, reproductive health care, needs of adolescents and young adults, infant and child health, and education for girls and women.

101.3.5.2 Economic Growth

USAID promotes broad-based economic growth by addressing the factors that enhance the capacity for growth and by working to remove the obstacles that stand in the way of individual opportunity. Programs concentrate on strengthening market economies, expanding economic opportunities for the less-advantaged in developing countries, and building human skills and capacities to facilitate broad-based participation.

101.3.5.3 Environment

USAID environmental programs support two strategic goals: reducing long-term threats to the global environment and promoting sustainable economic growth locally, nationally and regionally, by addressing environmental, economic and developmental practices that impede development and are unsustainable.

***101.3.5.4 Democracy and Governance**

USAID's objective is the transition to, and the consolidation of, democratic regimes throughout the world. Programs focus on human rights abuses; misconceptions about democracy and free-market capitalism; lack of experience with democratic institutions; the absence or weakness of intermediary organizations; nonexistent, ineffectual or undemocratic political parties; disenfranchisement of women, indigenous peoples, and minorities; absence or failure to implement national charter documents; tainted elections; and the inability to resolve conflicts peacefully.

***101.3.5.5 Education**

*USAID provides technical leadership for basic education programs, expanding access to and improving quality and equity in basic education. Education plays a key role in

achieving sustainable social and economic development and in contributing to the emergence of strong democratic institutions. The linkages between education and USAID's other strategic goals are well established, particularly in reducing fertility, ensuring improved family health and increased child survival, preventing and mitigating crises, fostering support for democracy and human rights, and accelerating economic growth through a more productive and adaptable work force.

***101.3.5.6 Humanitarian Assistance and Disaster Relief**

*USAID provides humanitarian assistance that saves lives, reduces suffering, helps victims return to self-sufficiency, and reinforces democracy. Programs focus on disaster prevention, preparedness, and mitigation; timely delivery of disaster relief and short-term rehabilitation supplies and services; preservation of basic institutions of civil governance during crisis and support for democratic institutions during periods of transition; and building and reinforcing local capacity to anticipate and deal with disasters and their aftermath.

101.4 MANDATORY REFERENCES

101.4.1 External Mandatory References

- a. [Executive Order 12163](#), "Administration of Foreign Assistance and Related Functions," as amended March 31, 1999.
- b. Foreign Affairs Reform and Restructuring Act of 1998, as contained in [Public law 105-277](#), 112 Stat. 2681-761 et seq., October 21, 1998.
- c. The Foreign Assistance Act of 1961, as amended ([22 USC Sec. 2151](#), et seq.).
- d. Reorganization Plan and Report submitted pursuant to Section 1601 of the Foreign Affairs Reform and Restructuring Act of 1998, as contained in [Public Law 105-277](#).
- e. State Department Delegation of Authority No. 145, as amended.

***101.4.2 Internal Mandatory References**

- a. [ADS Chapter 200 Series](#)

101.5 ADDITIONAL HELP

101.6 DEFINITIONS

All ADS chapter terms and definitions are included in the ADS Glossary. Therefore, the terms and definitions listed below have been incorporated into the ADS Glossary. (See ADS Glossary [Word](#) | [PDF](#) | [HTML](#))

participation

The active engagement of partners and customers in sharing ideas, committing time and resources, making decisions, and taking action to bring about a desired development objective. (Chapter 101)

partner

An organization or individual with which/whom the Agency collaborates to achieve mutually agreed upon objectives and to secure participation of ultimate customers. Partners include host country governments, private voluntary organizations, indigenous and other international non-government organizations, universities, other U.S. Government agencies, United Nations and other multilateral organizations, professional and business associations, and private businesses. (Chapter 101 and 102)

partnership

An association between USAID, its partners and customers based on mutual respect, complementary strengths, and shared commitment to achieve mutually agreed upon objectives. (Chapter 101 and 102)

sustainable development

Continued economic and social progress that rests on four key principles: improved quality of life for both current and future generations; responsible stewardship of the natural resource base; broad-based participation in political and economic life; and effective institutions which are transparent, accountable, responsive and capable of managing change without relying on continued external support. The ultimate measure of success of sustainable development programs is to reach a point where improvements in the quality of life and environment are such that external assistance is no longer necessary and can be replaced with new forms of diplomacy, cooperation and commerce. (Chapter 101)

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